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/// **CALENDAR** ... ACTION TAKEN
/// **BUDGET COMMITTEE**
/// **BOARD OF SUPERVISORS**
CITY AND COUNTY OF SAN FRANCISCO

DOCUMENTS DEPT.

AUG 27 1996

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WEDNESDAY, MAY 4, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 65-94-5.1. [Candlestick Park, Cigarette Advertising, Sony] Resolution urging Mayor Frank Jordan and the San Francisco Recreation and Park Commission to remove all cigarette advertising from Candlestick Park. (Supervisor Alioto)

ACTION: Consideration continued to May 11, 1994.

2. File 83-94-4. [Affordable Housing Supportive Services] Hearing to consider Housing and Urban Development requirement that local governments provide a "continuum of care" for homeless people as a condition of receiving federal funds for housing the homeless and creation of a "Permanently Affordable Housing Supportive Services Fund". (Supervisors Bierman, Alioto, Hsieh)

ACTION: Hearing held. Consideration continued to call of the chair. (Supervisor Hsieh added as cosponsor)

3. File 170-94-6. [Citywide Radio System Lease] Ordinance providing for the approval and execution and delivery by officers of the City and County of San Francisco of a Master Lease Agreement and a First Lease Supplement, each between the City and County of San Francisco Finance Corporation, as lessor, and the City and County of San Francisco, as lessee for the lease-financing of the first phase of the Citywide 800 MHz Trunking Radio System; providing for the approval and execution of an agency agreement between the City and County of San Francisco Finance Corporation and the City and County of San Francisco with respect to the Citywide Radio System to be used for City purposes; approving the issuance of Lease Revenue Bonds by the Corporation; providing for the execution of other documents related to the actions authorized by the Board; and ratifying related actions previously taken. (Chief Administrative Officer)

ACTION: RECOMMENDED.

4. File 101-93-113. [Appropriation, DPW, Performing Arts Building Project] Ordinance appropriating and rescinding \$5,422,479, Department of Public Works, 1990 Earthquake Safety Bond monies to transfer funds from various capital improvement projects to Performing Arts Building Project (Civic Auditorium Seismic Upgrade) for fiscal year 1993-94. RO #93292 (Supervisor Hsieh)

ACTION: Amended on line 4 by "placing \$1,604,303 on reserve"; and on line 18 by adding a "Section 2." New title: "Ordinance appropriating and rescinding \$5,422,479, Department of Public Works, 1990 Earthquake Safety Bond monies to transfer funds from various capital improvement projects to Performing Arts Building Project (Civic Auditorium Seismic Upgrade) for fiscal year 1993-94; placing \$1,604,303 on reserve."
RECOMMENDED AS AMENDED.

5. File 168-94-2. [Public Hearing - Eminent Domain] Motion directing the Board of Supervisors to hold a public hearing on June 6, 1994, at 3:00 p.m. to consider adopting a resolution of necessity in connection with a proposal to acquire Lot 76 in Assessor's Block 2949A in San Francisco (O'Shaughnessy Hollow) by eminent domain for the Open Space Program. (Real Estate Department)

ACTION: RECOMMENDED.

6. File 168-94-2.1. [Eminent Domain] Resolution authorizing acquisition of Lot 76 in Assessor's Block 2949A (O'Shaughnessy Hollow) by eminent domain for the Open Space Program, and to adopt findings pursuant to City Planning Code Section 101.1. (Real Estate Department)
(This item will be sent to Board without recommendation to be heard at a public hearing on June 6, 1994).

ACTION: Recommended to Board "Without Recommendation" for public hearing on June 6, at 3:00 p.m.

7. File 101-93-114. [Appropriation, Municipal Railway] Ordinance appropriating and transferring \$89,584 for salaries, fringe benefits and work order services, creating thirteen positions and deleting four positions at the Municipal Railway; rescinding \$19,156 for salaries, fringe benefits and work order services, deleting one position at the Public Utilities Commission for fiscal year 1993-94 (implement Proposition M, create Transportation Commission). Companion measure to File 102-94-34. RO #93290) (Controller)


ACTION: Amendment of the Whole (reflecting Budget Analyst recommendations) adopted. New title: "Ordinance appropriating and transferring \$50,062 for salaries, fringe benefits and work order services, creating ten positions and deleting three positions at the Municipal Railway; rescinding \$14,955 for salaries, fringe benefits and work order services, deleting one position at the Public Utilities Commission for fiscal year 1993-94 (implement Proposition M, create Transportation Commission)." RECOMMENDED AS AMENDED. (Supervisor Alioto dissenting)

8. File 102-93-34. [Municipal Railway, Add 13 positions/Delete 5 positions] Ordinance amending Ordinance 242-93 (Annual Salary Ordinance 1993-94) reflecting the creation of thirteen positions and the deletion of four positions in the Municipal Railway and the deletion of one position at the Public Utilities Commission. Companion measure to File 101-93-114. (Department of Human Services)

ACTION: Amended on page 1, line 3 by replacing "thirteen" with "ten" and "four" with "three". Amended on page 2, lines 8, 9, 10, 15 and 16 by deleting the entries. RECOMMENDED AS AMENDED. (Supervisor Alioto dissenting). New title: "Ordinance amending Ordinance 242-93 (Annual Salary Ordinance 1993-94) reflecting the creation of ten positions and the deletion of three positions in the Municipal Railway and the deletion of one position at the Public Utilities Commission."

9. File 251-94-2. Hearing to consider the Budget Analyst report on Compensatory Time off; legislation reforming the accrual of compensatory time off in various departments; record keeping; and legislation limiting compensatory time for certain positions. (Supervisor Conroy)

ACTION: Hearing held. Consideration continued to May 18, 1994.



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BOARD OF SUPERVISORS

BUDGET ANALYST

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May 2, 1994

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TO: Budget Committee

FROM: Budget Analyst *Recommendations.*

SUBJECT: May 4, 1994 Budget Committee Meeting

Item 1 - File 65-94-5.1

Department: Recreation and Park Department

Item: Resolution urging the Mayor and the San Francisco Recreation and Park Commission to remove all cigarette advertising from Candlestick Park.

Description: The proposed resolution would urge the Mayor and the Recreation and Park Commission to remove all cigarette advertising from Candlestick Park. The Sony Corporation, which holds the rights to sell advertising in Candlestick Park, currently leases space, on one of the panels surrounding the main scoreboard, on two of the panels on the left and right field auxiliary scoreboards, and on two field level panels, to the Philip Morris Corporation for cigarette advertising. The Philip Morris Corporation lease will expire on January 15, 1998, or after the last football game in Candlestick Park of the football season commencing in calendar year 1997, whichever is later.

Mr. Phil Arnold of the Recreation and Park Department (RPD) states that the Recreation and Park Commission approved Resolution No. 16124 on April 15, 1991, which prohibits the lease of any additional Candlestick Park advertising space to tobacco companies, and also prohibits renewal of the existing Philip Morris lease. Therefore, the

proposed resolution would effect the remaining approximately 3 years and 8 months of the existing lease between the Sony Corporation's advertising agent and the Philip Morris Corporation.

Comments:

1. Under the lease between the Sony Corporation's advertising agent, Professional Sports Marketing, Inc., and the Philip Morris Corporation, the Philip Morris Corporation pays the Sony Corporation an annual fee of \$250,000 for the scoreboard and field level advertising space, with a final, pro-rated payment of \$187,500 for the period from April 15, 1997 to January 15, 1998. The cumulative payments to Sony remaining on the Philip Morris lease total \$937,500.

The Board of Supervisors approved an amendment to the City's lease of Candlestick Park advertising rights to the Sony Corporation in April, 1994 (File 65-94-5). This amended agreement between the City and the Sony Corporation expires on March 31, 2001. Under the amended lease, Sony retains the first approximately \$1.77 million in advertising revenues to cover equipment amortization, maintenance and merchandising costs, then pays the City 65 percent of the balance of gross annual advertising revenues. Sony projects average annual advertising revenues of \$2.2 million. The Budget Analyst estimates that, after pro-rating the expense deduction based on the share of total revenues provided by the Philip Morris lease, the City will receive approximately \$31,762 annually from the Philip Morris advertising at Candlestick Park under the terms of the amended lease between the City and the Sony Corporation.

2. Mr. Jim Moran, of Professional Sports Marketing, Inc., which sells Candlestick Park advertising for the Sony Corporation, advises that he cannot guarantee that his company would be able to sell the advertising space now leased to Philip Morris for \$250,000 per year, if the contract with Philip Morris is terminated. Mr. Moran states that there are few companies willing or able to purchase that amount of advertising in a single venue, so he would expect to lease the scoreboard panel and the field level signs to two or more customers if the contract with Philip Morris is terminated. However, Mr. Moran states that the Philip Morris scoreboard panel and field level signs are in excellent locations, and would be attractive to potential advertising customers.

To the extent that Sony were to receive annual advertising revenues of less than \$250,000 for the advertising spaces now leased by Philip Morris, the City's annual advertising revenues would also decline proportionately from the estimated \$31,762 that will be remitted to the City from these advertising spaces annually under the City's revised agreement with the Sony Corporation.

3. The recently amended lease between the City and the Sony Corporation permits Sony to sell advertising during an extended term of up to three years from the March 31, 2001 expiration date of the amended agreement (or to March 31, 2004), if necessary, to provide Sony with average annual gross advertising revenues of at least \$2.2 million. Mr. Phil Arnold of the Recreation and Park Department advises that, if the Philip Morris lease is terminated and Sony is unable to re-lease the advertising for \$250,000, this might reduce Sony's average annual gross advertising revenues below \$2.2 million, and trigger the extension of the contract. Sony would be required to continue to pay the City 65 percent of gross annual advertising revenue after the first \$1.77 million under any such extended contract period.

4. The contract between Sony, through Professional Sports Marketing, Inc., and the Philip Morris Corporation contains a provision that would allow the Philip Morris Corporation to terminate the agreement if any law becomes effective which makes the advertising of tobacco products unlawful. Although the contract does not specifically give Professional Sports Marketing, Inc. or the Sony Corporation the right to terminate the agreement under these circumstances, Mr. Scott Emblidge of the City Attorney's Office advises that this provision could be interpreted to provide a defense for the City, Sony and Professional Sports Marketing, Inc. against potential litigation by the Philip Morris Corporation, on the grounds that the possibility of a ban on advertising of tobacco products was anticipated in the contract, and that a termination option was provided to the Philip Morris Corporation in the contract.

5. Mr. Emblidge states that, if the Recreation and Park Commission removes all cigarette advertising from Candlestick Park, it is unlikely that the Sony Corporation would sue the City for loss of revenues. Mr. Emblidge advises that, as detailed in comment No. 3 above, Sony would be able to extend their contract with the City for up to three years in order to recoup lost revenues.

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However, Mr. Emblidge advises that there is some chance that the Philip Morris Corporation would sue the City for compensation under a number of legal theories. As of the writing of this report, Mr. Emblidge states that the City Attorney's Office is still in the process of determining the extent of the legal risks to the City if the Recreation and Park Commission removes all cigarette advertising from Candlestick Park.

6. In summary, the proposed resolution would effect the remaining approximately 3 years and 8 months of the existing lease between the Sony Corporation's advertising agent, Professional Sports Marketing, Inc. and the Philip Morris Corporation. To the extent that Sony, through its advertising agent, were to receive annual advertising revenues from replacement advertisers of less than the \$250,000 which the Philip Morris Corporation pays annually for its advertising space, the City's annual advertising revenues would also decline proportionately from the estimated \$31,762 that are presently to be remitted to the City from these advertising spaces annually under the City's revised agreement with the Sony Corporation. The Sony Corporation itself would be able to recoup advertising revenue losses through an extension of up to three years on its agreement with the City, now scheduled to expire on March 31, 2001. As of the writing of this report, the City Attorney's Office was still in the process of determining the extent of the legal risks to the City if the Recreation and Park Commission removes all cigarette advertising from Candlestick Park.

Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

Item 2 - File 83-94-4

Item: Hearing to consider the United States Housing and Urban Development (HUD) Department requirement that local governments provide a "continuum of care" for homeless people as a condition of receiving Federal funds for housing the homeless, and creation of a "Permanently Affordable Housing Supportive Services Fund."

Description: 1. Mr. Marc Trotz of the Mayor's Office of Housing (MOH) advises that the concept of "continuum of care" for homeless people involves having strong linkages between all stages of housing and services for the homeless, extending from homeless prevention efforts through the placement of previously homeless persons in permanent housing. Mr. Trotz further advises that most persons coming into permanent housing from living on the street, in shelters or in transitional housing require some sort of supportive services in addition to housing, ranging from on-site case managers to intensive mental health or substance abuse treatment.

2. Mr. Trotz reports that the Federal Housing and Urban Development (HUD) Department currently plans to consolidate various programs that fund housing for the homeless under the McKinney Act into a single local homeless block grant for Federal FY 1994-95. Mr. Trotz advises that HUD has not yet determined the allocation formula for such a block grant, but MOH staff anticipate that the City could receive \$4 to \$8 million annually that could be used for housing and supportive services for the homeless. As of the writing of this report, it is impossible to determine whether the City would receive more or less McKinney Act funding under the proposed block grant than is currently received by various City Departments and non-profit organizations through direct application to HUD under various competitive McKinney Act programs. Although the block grant plans have not yet been finalized, Mr. Trotz states that HUD administrators have advised MOH that localities will have to demonstrate to HUD that they have a plan to provide a continuum of care for the homeless in order to receive the homeless block grant funds.

Mr. Trotz states that a major planning effort is currently underway, under the auspices of the Mayor's Homeless Budget Advisory Task Force, to look critically at how the City spends funds for the homeless and to develop a "continuum of care" plan for San Francisco over the next six months.

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3. As previously noted, the proposed resolution would create a Permanently Affordable Housing Supportive Services Fund to serve as a single source of supportive services funding for projects that house the homeless.

Mr. Trotz states that development of the specific mechanism for this Permanently Affordable Housing Supportive Services Fund should be part of the larger homeless policy planning effort being conducted by the Mayor's Homeless Budget Advisory Task Force.

Item 3 - File 170-94-6

Departments: Department of Electricity and Telecommunications (DET)
Office of the Chief Administrative Officer
Water Department
Department of Parking and Traffic (DPT)
Sheriff's Department
Recreation and Park Department
Mayor's Office of Emergency Services
Police Department
Fire Department
Department of Public Health (Paramedics Division)

Item: Ordinance:

(1) providing for the approval and execution and delivery by officers of the City and County of San Francisco of a Master Lease Agreement and a First Lease Supplement, each between the City and County of San Francisco Finance Corporation, a nonprofit corporation, as lessor, and the City and County of San Francisco, as lessee, for the lease-financing of the first phase of the Citywide 800 MHz Trunking Radio System;

(2) providing for the approval and execution of an agency agreement between the City and County of San Francisco Finance Corporation, a nonprofit corporation, and the City and County of San Francisco with respect to the Citywide Radio System;

(3) approving the issuance of Lease Revenue Bonds by the non-profit Corporation;

(4) providing for the execution of other documents related to the actions authorized by the Board of Supervisors; and

(5) ratifying related actions previously taken.

Amount: \$50 million - Maximum principal amount of lease revenue bonds that can be used to finance the Citywide 800 MHz Trunking Radio System Project (as authorized under Proposition H, passed by City voters in November, 1993) including up to \$16 million to be issued in 1994, known as the 1994 First Series Bonds. The 1994 First Series Bonds would be issued under the proposed First Lease Supplement to the Master Lease Agreement, to finance Phase One of the Project.

\$3.8 million - maximum annual debt service.

Project: Citywide 800 MHz Trunking Radio System Project

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Description:

In November, 1993, San Francisco voters approved Proposition H which authorized the City and County of San Francisco to enter into a lease agreement with the City and County of San Francisco Finance Corporation (or a similar non-profit financing organization) for the purpose of acquiring a radio communications system and related equipment for various departments including, but not limited to, the Police, Fire, Sheriff, Parking and Traffic, and Public Health Departments. In addition, Proposition H limited the amount of indebtedness to be incurred to an aggregate principal amount of \$50 million. The radio communication system is a Citywide public safety 2-way radio communication system intended to replace the City's current radio systems. The new radio system will provide a standard communication format, common supporting infrastructure and standard equipment for all of San Francisco's 2-way radio communication users.

To lease finance an integrated radio communications system, the San Francisco Finance Corporation will issue tax exempt revenue bonds of up to \$50 million to purchase the system. The City will then lease the system from the Corporation. The City's lease payments are used to repay the bond principal plus interest. Each department that uses the communication system will pay a portion of the lease payments depending on its use of the system.

According to Mr. Fred Weiner, Deputy General Manager of the Department of Electricity and Telecommunications (DET), implementation of the Citywide 800 MHz Radio Trunking System Project will be conducted in two phases. Phase One will be an expansion of the existing system which was recently completed for the Department of Public Works to accommodate the following eight City departments; Water Department, Department of Parking and Traffic, Sheriff's Department, Recreation and Park Department, the Mayor's Office of Emergency Services, the Police Department, the Fire Department and the Department of Public Health. Mr. Weiner reports that Phase One will begin as soon as the Board of Supervisors approves the proposed ordinance and will be completed towards the end of 1995.

Mr. Weiner reports that Phase Two, which will include the design, purchase and installation of equipment, primarily for the Police, Fire and Public Health Departments is currently estimated to begin in January of 1995 and conclude towards the end of 1997. According to Mr. Weiner, Phase One and Phase Two are estimated to cost \$10.9 million excluding bond issuance costs and \$28.8 million, respectively, for a total

estimated project cost of \$39.7 million, all of which is to be financed with lease revenue bonds issued by the City and County of San Francisco Finance Corporation. However, the proposed ordinance would only approve issuance of lease revenue bonds for Phase One. Mr. Weiner advises that the Department intends to issue lease revenue bonds in approximately one year to fund Phase Two project costs.

As described in Attachment C, each participating City department will make semi-annual lease revenue bond repayments beginning in October of 1995 and ending in April of 1002. These repayment amounts will be included in each department's annual budget and will range depending on the department's use of the communication system. Because many of the City departments that will use the communication system receive General Fund monies, many of these repayments will be made with General Fund monies. Each participating department or commission agreed to budget these repayments when Proposition H was proposed to the Board of Supervisors.

The estimated budget for Phase One is shown below. According to Mr. Weiner, this budget is based on estimates provided by Motorola C & E Corporation and on purchases recently made by DET on behalf of the Department of Public Works.

Portable Radios	
(1,150 @ approx. \$2,793 each)	\$3,212,163
Mobile Radios	
(215 @ approx. \$4,339 each)	932,974
SIMS Terminal	
(4 @ approx. \$91,111 each)	364,444
Control Station	
(65 @ approx. \$7,232 each)	<u>470,103</u>
Subtotal of Equipment with 5-Year	
Average Life	\$4,979,684
Dispatch Console	\$295,554
Console Central Electronics Bank	900,008
Trunking Repeaters	250,852
Trunking Receivers	203,980
Trunking Compactor	311,612
Antennas and Combiners	210,490
Prime Optimization Node Controller	106,113
Trunk Central Upgrade	347,417
Digital Microwave	260,919
Digital Multiplexer	160,456
Mutual Aid Converse Base	184,028

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Memo to Budget Committee
May 4, 1994

Radio Network Controller	\$270,149	
Database Station	<u>98,830</u>	
Subtotal of Equipment with 7-Year Average Life		\$3,600,408
Towers and Site Upgrade		<u>2,283,160</u>
TOTAL PHASE ONE BUDGET:		\$10,863,252
<u>Additional Costs</u>		
Debt Service Reserve Fund		
(@ approx. 10% of issuance costs)	1,318,500	
Capitalized Interest Funds	776,931	
Costs of Issuance*	90,000	
Underwriters Discount		
(@ approx. 1% of total issuance costs)	131,850	
Working Capital Fund	<u>25,000</u>	
Subtotal Additional Costs		<u>\$2,342,281</u>
Total 1994 First Series Bond Issuance		\$13,205,533

* For legal counsel and financial advisors.

The estimated cost of Phase One equipment by department is shown below.

<u>Department</u>	<u>Amount</u>	<u>Percent</u>
Water Department	\$787,027	7.2%
Department of Parking and Traffic	2,899,922	26.7
Sheriff's Department	4,338,944	40.0
Recreation and Park Department	682,461	6.3
Mayor's Office of Emergency Services	618,745	5.7
Police Department	966,013	8.9
Fire Department	504,595	4.6
DPH Paramedics Division	<u>65,545</u>	<u>0.6</u>
TOTAL	\$10,863,252	100%

Based on estimates of interest rates and the costs of bond issuance at the time that the 1994 First Series Bonds are issued, as described above, Ms. Laura Wagner-Lockwood of the Office of the Chief Administrative Officer estimates that the City will need to issue \$13,205,533 of 1994 First Series Bonds to provide sufficient funding for Phase One of the Citywide 800 MHz Radio Trunking System Project. According to Ms. Wagner-Lockwood, it is estimated that the 1994 First Series Bonds would be issued in maturities of approximately one to ten years in order to correspond to the average life of the equipment being purchased with the bond proceeds. Ms. Wagner-Lockwood also estimates that the maximum annual

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debt service amount would be approximately \$3,001,985 in FY 1997-98 or the second payment year, which is \$798,015 less than the maximum amount of \$3.8 million specified in this proposed ordinance. (See Attachment B, Debt Service Schedule.) As described in Attachment B, the first payment is expected to be on October 1, 1995 and would be \$820,206.25 under the net debt service schedule.

According to Mr. Weiner, the cost of the debt service on the 1994 First Series Bonds will be allocated to the various departments based on the percentage of 800 MHz equipment purchased on behalf of each department (see percentages shown above). A schedule of the estimated annual costs to each of the departments is attached (Attachment C).

Comments:

1. According to Ms. Wagner-Lockwood, the City Attorney has reviewed the Master Lease Agreement, the First Lease Supplement to the Master Lease Agreement and the Agency Agreement, all of which are between the City and County of San Francisco and the City and County of San Francisco Finance Corporation, and has approved them as to form.

2. According to Mr. Weiner, DET is negotiating a revised Master Agreement with Motorola C & E Corporation as the prime contractor for the furnishing, installation, integration and optimization of the Citywide 800MHz Trunking Radio System. Mr. Weiner reports that the new Master Agreement would require Motorola C & E Corporation to subcontract \$2 million or 18.4 percent of the total Phase I \$10,863,252 project costs to MBE/WBE firms. Mr. Weiner advises that, because the proposed contract with Motorola C & E Corporation would exceed \$10 million, the proposed revised Master Agreement with Motorola C & E Corporation is subject to the review and approval of the Board of Supervisors. Mr. Weiner reports that the Department will submit the proposed revised Master Agreement to the Board of Supervisors during May of 1994.

3. The DET included \$131,850 for bond underwriters. Mr. Weiner advises that the bond underwriters will be selected through a competitive bid process. However, the Department has not yet issued a Request for Proposal (RFP) for these services. As such, the \$131,850 budgeted for bond underwriters should be placed on reserve pending selection of the bond underwriters, the submission of cost details and the MBE/WBE status of the contract

4. Attachment A is a schedule showing the estimated source and use of funds from the 1994 First Bond Series.

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5. Attachment B is a schedule showing the estimated debt service on the 1994 First Bond Series.

6. Attachment C is a schedule showing the estimated net debt service by department.

Recommendations: 1. Amend the proposed ordinance to reserve the \$131,850 budgeted for bond underwriters pending selection of the bond underwriters, submission of the cost details and the MBE/WBE status of this contract.

2. Based on previous policy decisions of the Board of Supervisors, approve the proposed ordinance as amended.

City and County of San Francisco		1st Bond Issue
Department of Electricity and Telecommunications		
Lease Revenue Bonds		
Citywide Communication and Emergency System (CURRENT RATES)		
Sources and Uses of Funds		
Sources of Funds		
Principal Amount of Bonds		13,185,000.00
Premium / (Discount)		0.00
Net Bond Proceeds		13,185,000.00
Accrued Interest		24,816.46
Other Sources of Funds		0.00
Total Sources of Funds		13,209,816.46
Uses of Funds		
Project Funds		10,863,253.00
Debt Service Reserve Fund	10.000%	1,318,500.00
Capitalized Interest Funds		776,931.25
Costs of Issuance		90,000.00
Underwriters Discount	1.000%	131,850.00
Working Capital Fund		25,000.00
Excess		4,282.21
Total Uses of Funds		13,209,816.46

City and County of San Francisco			1st Bond Issue
Department of Electricity and Telecommunications			
Lease Revenue Bonds			
Citywide Communication and Emergency System (CURRENT RATES)			
Statistics			
Dated Date	06/01/94	Net Interest Cost	5.293603%
Delivery Date	06/15/94	Arbitrage (Bond) Yield	5.038644%
Average Life (Years)	4.19	True Interest Cost	5.312815%
Average Coupon	4.840	Effective Interest Cost	5.555163%
Project Fund Earnings	0.00%	Capitalized Int. Earnings	0.00%
Reserve Fund Earnings	0.00%		

City and County of San Francisco

1st Bond Issue

Department of Electricity and Telecommunications

Lease Revenue Bonds

Citywide Communication and Emergency System (CURRENT RATES)

Debt Service Schedule

Date	Principal	Coupon	Interest	Periodic Debt Service	Annual Debt Service
10/01/94			212,712.50	212,712.50	
04/01/95			319,068.75	319,068.75	531,781.25
10/01/95	685,000.00	3.850	319,068.75	1,004,068.75	
04/01/96	1,190,000.00	4.300	305,882.50	1,495,882.50	2,499,951.25
10/01/96	1,215,000.00	4.300	280,297.50	1,495,297.50	
04/01/97	1,240,000.00	4.600	254,175.00	1,494,175.00	2,989,472.50
10/01/97	1,275,000.00	4.600	225,655.00	1,500,655.00	
04/01/98	1,305,000.00	4.900	196,330.00	1,501,330.00	3,001,985.00
10/01/98	1,330,000.00	4.900	164,357.50	1,494,357.50	
04/01/99	1,360,000.00	5.100	131,772.50	1,491,772.50	2,986,130.00
10/01/99	585,000.00	5.100	97,092.50	682,092.50	
04/01/00	600,000.00	5.300	82,175.00	682,175.00	1,364,267.50
10/01/00	615,000.00	5.300	66,275.00	681,275.00	
04/01/01	630,000.00	5.500	49,977.50	679,977.50	1,361,252.50
10/01/01	180,000.00	5.500	32,652.50	212,652.50	
04/01/02	185,000.00	5.600	27,702.50	212,702.50	425,355.00
10/01/02	190,000.00	5.600	22,522.50	212,522.50	
04/01/03	195,000.00	5.700	17,202.50	212,202.50	424,725.00
10/01/03	200,000.00	5.700	11,645.00	211,645.00	
04/01/04	205,000.00	5.800	5,945.00	210,945.00	422,590.00
	13,185,000.00		2,822,510.00	16,007,510.00	16,007,510.00
Accrued	--		24,816.46	24,816.46	24,816.46
	13,185,000.00		2,797,693.54	15,982,693.54	15,982,693.54

4/14/94

City and County of San Francisco Department of Electricity and Telecommunications Lease Revenue Bonds Citywide Communication and Emergency System (CURRENT RATES)								1st Bond Issue
Net Debt Service Schedule								
Date	Principal	Coupon	Interest	Periodic Debt Service	Less DSRF Draws and Cap. Int. Draws	Net Debt Service	Net Annual Debt Service	
10/01/94			212,712.50	212,712.50	212,712.50	0.00		
04/01/95			319,068.75	319,068.75	319,068.75	0.00	0.00	
10/01/95	685,000.00	3.850	319,068.75	1,004,068.75	183,862.50	820,206.25		
04/01/96	1,190,000.00	4.300	305,882.50	1,495,882.50	61,287.50	1,434,595.00	2,254,801.25	
10/01/96	1,215,000.00	4.300	280,297.50	1,495,297.50	0.00	1,495,297.50		
04/01/97	1,240,000.00	4.600	254,175.00	1,494,175.00	0.00	1,494,175.00	2,989,472.50	
10/01/97	1,275,000.00	4.600	225,655.00	1,500,655.00	0.00	1,500,655.00		
04/01/98	1,305,000.00	4.900	196,330.00	1,501,330.00	0.00	1,501,330.00	3,001,985.00	
10/01/98	1,330,000.00	4.900	164,357.50	1,494,357.50	0.00	1,494,357.50		
04/01/99	1,360,000.00	5.100	131,772.50	1,491,772.50	0.00	1,491,772.50	2,986,130.00	
10/01/99	585,000.00	5.100	97,092.50	682,092.50	0.00	682,092.50		
04/01/00	600,000.00	5.300	82,175.00	682,175.00	0.00	682,175.00	1,364,267.50	
10/01/00	615,000.00	5.300	66,275.00	681,275.00	0.00	681,275.00		
04/01/01	630,000.00	5.500	49,977.50	679,977.50	0.00	679,977.50	1,361,252.50	
10/01/01	180,000.00	5.500	32,652.50	212,652.50	0.00	212,652.50		
04/01/02	185,000.00	5.600	27,702.50	212,702.50	196,682.00	16,020.50	228,673.00	
10/01/02	190,000.00	5.600	22,522.50	212,522.50	212,522.50	0.00		
04/01/03	195,000.00	5.700	17,202.50	212,202.50	212,202.50	0.00	0.00	
10/01/03	200,000.00	5.700	11,645.00	211,645.00	211,645.00	0.00		
04/01/04	205,000.00	5.800	5,945.00	210,945.00	210,945.00	0.00	0.00	
Accrued	13,185,000.00		2,822,510.00	16,007,510.00	1,820,928.25	14,186,581.75	14,186,581.75	
	--		24,816.46	24,816.46	24,816.46	--	--	
	13,185,000.00		2,797,693.54	15,982,693.54	1,796,111.80	14,186,581.75	14,186,581.75	

City and County of San Francisco
Department of Electricity and Telecommunications
Lease Revenue Bonds
Citywide Communication and Emergency System (CURRENT RATES)

1st Bond Issue

Debt Service by Department

Date	Water Department	Parking & Traffic	Sheriff Department	Recreation & Park Department	Mayor's OES	Police Department	Fire Department	DPH Paramedics	Fiscal Total
10/1/94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
4/1/95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10/1/95	24,982.27	174,945.84	397,152.06	61,284.78	41,833.05	75,480.15	39,426.91	5,121.39	
4/1/96	110,493.74	375,111.29	572,030.18	85,545.71	99,803.22	120,494.87	62,940.25	8,175.74	2,254,801.25
10/1/96	117,532.96	392,671.92	590,130.39	88,033.92	104,830.19	127,089.81	66,385.09	8,623.22	
4/1/97	117,838.69	393,023.65	589,520.72	87,956.00	104,952.27	126,326.10	65,986.17	8,571.40	2,889,472.50
10/1/97	118,245.71	394,549.91	592,103.90	88,336.95	105,353.04	127,069.29	66,374.38	8,621.83	
4/1/98	118,440.47	394,802.37	591,943.72	88,286.25	105,443.80	127,281.78	66,485.37	8,636.24	3,001,985.00
10/1/98	117,510.11	392,674.82	590,124.58	88,057.40	104,820.66	126,506.11	66,080.20	8,583.61	
4/1/99	117,458.71	392,077.19	588,644.76	87,818.56	104,686.29	126,453.33	66,052.63	8,580.03	2,886,130.00
10/1/99	93,500.82	220,158.08	195,425.80	27,138.89	63,680.23	51,884.50	26,897.28	3,506.91	
4/1/00	93,371.58	219,861.51	195,526.22	27,149.99	63,617.67	51,910.47	27,115.32	3,522.24	1,364,267.50
10/1/00	93,106.00	219,445.17	195,346.07	27,122.09	63,462.55	52,064.60	27,195.83	3,532.70	
4/1/01	92,787.47	218,803.00	195,051.18	27,078.30	63,271.09	52,186.19	27,259.33	3,540.95	1,361,252.50
10/1/01	6,046.49	31,946.95	73,550.22	8,746.57	8,302.57	52,232.24	27,283.39	3,544.07	
4/1/02	6,047.91	31,954.46	73,567.52	9,748.86	8,304.53	52,244.52	27,289.81	3,544.91	425,355.00
10/1/02	6,042.78	31,927.42	73,505.28	9,740.61	8,297.50	52,200.31	27,286.71	3,541.91	
4/1/03	6,033.69	31,879.34	73,394.58	9,725.94	8,285.00	52,121.71	27,225.65	3,536.57	424,725.00
10/1/03	6,017.84	31,795.59	73,201.76	9,700.39	8,263.24	51,984.77	27,154.13	3,527.28	
4/1/04	5,997.94	31,690.43	72,959.65	9,668.31	8,235.91	51,812.84	27,084.32	3,515.62	422,590.00
	1,251,456.18	3,979,418.72	5,733,178.57	842,129.51	1,075,442.80	1,477,143.58	771,592.77	100,226.62	15,230,578.75

City and County of San Francisco Department of Electricity and Telecommunications Lease Revenue Bonds Citywide Communication and Emergency System (CURRENT RATES)											1st Bond Issue
Net Debt Service by Department											
Date	Water Department	Parking & Traffic	Sheriff Department	Recreation & Park Department	Mayor's OES	Police Department	Fire Department	Paramedics	DPH	Fiscal Total	
10/1/94	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
4/1/95	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
10/1/95	24,982.27	174,945.64	397,152.06	61,264.78	41,833.05	75,480.15	39,428.91	5,121.39		0.00	
4/1/96	110,493.74	375,111.29	572,030.18	85,545.71	99,803.22	120,494.87	62,940.25	8,175.74		2,254,801.25	
10/1/96	117,532.96	392,671.92	590,130.39	88,033.92	104,830.19	127,089.81	68,385.09	8,623.22			
4/1/97	117,898.69	393,023.65	589,520.72	87,956.00	104,952.27	126,328.10	65,986.17	8,571.40		2,989,472.50	
10/1/97	118,245.71	394,549.91	592,103.90	88,336.95	105,353.04	127,069.29	66,374.38	8,621.83			
4/1/98	118,440.47	394,802.37	591,943.72	88,296.25	105,443.80	127,281.78	66,485.37	8,636.24		3,001,985.00	
10/1/98	117,510.11	392,674.82	590,124.58	88,057.40	104,820.68	126,506.11	66,080.20	8,583.61			
4/1/99	117,459.71	392,077.19	588,644.76	87,818.56	104,686.29	126,453.33	66,052.63	8,580.03		2,986,130.00	
10/1/99	93,500.82	220,158.08	195,425.80	27,138.89	63,680.23	51,684.50	26,997.28	3,506.91			
4/1/00	93,371.58	218,981.51	195,526.22	27,149.99	63,617.67	51,910.47	27,115.32	3,522.24		1,364,267.50	
10/1/00	93,106.00	219,445.17	195,346.07	27,122.09	63,462.55	52,064.60	27,195.83	3,532.70			
4/1/01	92,787.47	218,803.00	195,051.18	27,078.30	63,271.09	52,186.19	27,259.33	3,540.95		1,361,252.50	
10/1/01	6,046.49	31,946.95	73,550.22	9,746.57	8,302.57	52,232.24	27,283.39	3,544.07			
4/1/02	455.52	2,406.77	5,541.02	734.27	625.49	3,934.99	2,055.44	267.00		228,673.00	
10/1/02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
4/1/03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	
10/1/03	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00			
4/1/04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		0.00	
	1,221,771.53	3,822,578.26	5,372,090.81	794,278.68	1,034,692.11	1,220,714.43	637,637.59	82,827.33		14,186,581.75	

Item 4 - File 101-93-113

Department: Department of Public Works (DPW)
Bureau of Architecture (BOA)

Item: Ordinance rescinding \$5,422,479 for various capital improvement projects and reappropriating such funds for the Civic Auditorium Seismic Upgrade Project.

Amount: \$5,422,479

Source of Funds: Reappropriation of Capital Improvement Project balances from surplus funds from the DPW's FY 1993-94 budget for Capital Improvement Projects.

Description: In June 1990, San Francisco voters authorized the sale of \$332.4 million in Earthquake Safety Bonds to fund capital improvements to repair earthquake damage, provide seismic upgrading and improve the infrastructure for various City-owned properties, including the Bill Graham Civic Auditorium. The DPW originally estimated that the cost of the Civic Auditorium Seismic Upgrade and Earthquake Repair Project would be \$26,600,914. The Board of Supervisors subsequently approved four supplemental appropriation ordinances totaling \$26,600,914 in Earthquake Safety Program Phase II Bond proceeds for the seismic repair of the Civic Auditorium.

According to Mr. Steve Nelson of the Office of the Chief Administrative Officer (CAO), project cost estimates have increased to \$32,023,393 since the time the original cost estimates were prepared in January, 1990. The increase in project costs is primarily due to additional structural work, the discovery of additional earthquake damage, the unanticipated large cost of the historic pipe organ repair, increased design and construction management fees to outside contractors, and the addition of the Brooks Hall Exit Stairs Project.

As a result of the increase in project costs, the CAO's Office estimates a projected funding shortfall of \$5,422,479 (\$32,023,393 less \$26,600,914 in prior appropriations). The following table summarizes the original budget, the revised budget, and the projected funding shortfall:

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<u>Project Category</u>	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Cost Increase (Decrease) Over Original Budget</u>
Construction	\$14,906,812	\$23,714,505	\$8,807,693
Engineering Design and Construction Services	4,433,714	7,131,160	2,697,446
Asbestos Removal	3,776,000	946,528	(2,829,472)
Disabled Access	231,200	231,200	0
Disruption/Tenant Relocation	<u>3,253,188</u>	<u>0</u>	<u>(3,253,188)</u>
Total	\$26,600,914	\$32,023,393	\$5,422,479

While surplus funds from Asbestos Removal and Disruption/Tenant Relocation totaling \$6,082,660 will be used to partially fund the Construction deficit of \$8,807,693 reflected above, the DPW still needs a supplemental appropriation of \$5,422,479 in order to complete the project as originally designed. The proposed supplemental request would be partially expended on construction contracts and on engineering design and construction services, as follows:

Construction:

Civic Auditorium - Contract with S. J. Amoroso Construction Co., Inc.	\$1,120,730
Additional Construction - Brooks Hall Exit Stairs Project	<u>1,604,303</u>
Subtotal Construction Costs	\$2,725,033
Engineering Design and Construction Services	<u>2,697,446</u>
TOTAL	\$5,422,479

The source of the proposed funding would be the residual balances from two capital improvement projects that will be completed under budget. Funds from the first and third sales of Earthquake Safety Program, Phase II bonds were previously appropriated (Files 101-90-78 and 101-91-74) for these two capital improvement projects, as follows (See Comment No. 4):

Existing Main Library	\$2,568,800
Music Concourse	<u>2,853,679</u>
Total Available for Reappropriation	<u>\$5,422,479</u>

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Comments:

1. As noted above, the additional funding needed for construction costs is due to additional structural work, the discovery of additional earthquake damage, and the unanticipated large cost of the historic pipe organ repair, which would be completed by the existing contractor, S. J. Amoroso Construction Company, Inc. Furthermore, the addition of the Brooks Hall Exit Stairs Project has resulted in an additional need for funding. The Brooks Hall Exit Stairs Project would create two new stairway exits for Brooks Hall and provide Americans with Disabilities Act (ADA)-related improvements to the underground ramp that currently links Brooks Hall and Civic Auditorium. The cost of the Brooks Hall Exit Stairs Project is estimated to be \$1,604,303. The Bureau of Architecture reports that a contractor has not yet been selected. Thus, the amount of \$1,604,303 should be reserved, pending the selection of a contractor, the submission of budget details and the MBE/WBE status of the contractor.

2. The lowest bid received for the Civic Auditorium seismic repair construction contract exceeded the amount budgeted for construction due to the higher than anticipated cost of the retrofit work. The Civic Auditorium Seismic Repair Project construction contract has been contracted out to S. J. Amoroso Construction Company, Inc., for the amount of \$21,025,000. Of the supplemental request of \$5,422,479, \$1,120,456 would be used to partially fund the construction contract with S. J. Amoroso Construction Company, Inc., to complete the additional work noted above. S. J. Amoroso Construction Company, Inc., is not an MBE or WBE firm but has subcontracted 19.8 percent of the work to MBE firms and 5.4 percent to WBE firms.

3. The increase in Engineering Design and Construction Services costs by \$2,697,446, from \$4,433,714 to \$7,131,160, is primarily due to increased design and management fees to outside contractors and the increased cost of other services, such as asbestos and lead surveying and inspections, resulting from the additional construction. Of the supplemental request of \$5,422,479, \$2,697,446 would be used to partially fund the Engineering Design and Construction contracts, the DPW's services and other services at the following costs:

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Civic Auditorium:

URS-GKO, Joint Venture, MBE (Structural Engineering)	\$2,186,779
Turner Construction Company (Construction Management)	1,418,884
DPW and Other Services*	<u>3,261,293</u>

Subtotal - Civic Auditorium	\$6,866,956
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Brooks Hall:

Gerson Overstreet, MBE (Structural Engineering)	\$93,206
Turner Construction Company (Construction Management)	98,680
DPW and Other Services*	<u>72,318</u>

Subtotal - Brooks Hall	<u>264,204</u>
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Total - Engineering Design and Construction Services	<u>\$7,131,160</u>
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* DPW and Other Services includes asbestos and lead surveying, testing, oversight and monitoring, as well as special inspections and testing, permits, and special technical studies.

4. As noted above, the source of funding for the proposed supplemental appropriation would be the Capital Improvement Project balances from the existing Main Library and the Music Concourse Seismic Repair Projects. The Bureau of Architecture reports that the Board of Supervisors previously appropriated and placed such funds on reserve, pending the selection of contractors, the submission of budget details and the MBE/WBE status of the contractors (Files 101-90-78 and 101-91-74). However, since the actual costs were less than anticipated for these two projects, these funds on reserve were never released. The DPW requests that these residual funds now be reappropriated for the Civic Auditorium Seismic Repair Project.

5. The seismic repair of Civic Auditorium is expected to commence on May 9, 1994 and to be completed by November 30, 1995.

Recommendations: 1. Amend the proposed supplemental appropriation ordinance by reserving \$1,604,303 for the Brooks Hall Exit Stairs Project, pending the selection of a contractor, the

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submission of budget details and the MBE/WBE status of the contractor.

2. Approve the proposed supplemental appropriation ordinance, as amended.

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Items 5 and 6 - Files 168-94-2 and 168-94-2.1

Departments: Real Estate Department
Recreation and Park Department

Items: Item 5, File 168-94-2 - Motion directing the Board of Supervisors to hold a public hearing on June 6, 1994 at 3 p.m. to consider adopting a resolution of necessity in connection with a proposal to acquire by eminent domain Lot 76 in Assessor's Block 2949A for the Open Space Program.

Item 6, File 168-94-2.1 - Resolution authorizing acquisition of Lot 76 in Assessor's Block 2949A by eminent domain for the Open Space Program, and to adopt findings pursuant to City Planning Code Section 101.1.

Location and Owner:

San Francisco Assessor's Block 2949A is located on O'Shaughnessy Boulevard and is bordered by Glen Park Canyon. The owners of the property are Tony Sheehan and William F. Spiers.

Property Description:

The proposed property consists of 108,595 square feet of space.

Amount: Not to exceed \$437,000 (\$4.024 per square foot)

Source of Funds: Open Space Acquisition and Park Renovation Fund

Comments:

1. The Recreation and Park Commission has approved this acquisition for Open Space purposes and the funds for this project have been appropriated in the Department's FY 1993-94 budget. Mr. Phil Arnold of the Recreation and Park Department (RPD) advises that the amount budgeted in the Open Space Acquisition and Park Renovation Fund for FY 1993-94 is approximately \$15,940,000 of which approximately \$5,713,500 is earmarked to be expended for acquisition and development of property.

2. The Department of City Planning reports that the proposed acquisition of the property is in conformity with the Open Space Element of the City's Master Plan and is consistent with the eight priority policies of the City Planning Code Section 101.1.

3. According to Ms. Claudine Venegas of the Real Estate Department, as of FY 1993-94, the total assessed valuation of the property to be acquired is \$360,449. Based on the FY

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1993-94 tax rate of \$1.15 per \$100 of assessed valuation, the taxes owed to the City on the property is \$4,145.16. Once the City purchases this property, such taxes would no longer accrue to the City.

4. Ms. Venegas reports that the Real Estate Department has determined that the fair market value of the proposed property is \$427,000 or \$10,000 less than the \$437,000 noted above. Ms. Venegas advises that the \$10,000 would be used to pay for closing costs.

5. The Recreation and Park Department advises that the proposed property would specifically be acquired for the purpose of allowing this property to remain in its natural undeveloped state. Mr. Arnold advises that the Department estimates that the City's cost to maintain the proposed property would be less than \$10,000 annually and would involve general weeding plus spraying of non-native plants. Such maintenance costs would be paid for from the Open Space Acquisition and Park Renovation Funds earmarked for property maintenance. Up to 15 percent of the total \$15,940,000 Fund amount or approximately \$2.4 million can be used for administration and maintenance costs associated with the Open Space Program.

6. Section 1245.235 of the State Code of Civil Procedure requires that a public hearing be held by the full Board of Supervisors to make a finding as to whether it is necessary and in the public interest to acquire the proposed property by eminent domain. Such a finding must be made by a two-thirds vote of the Board of Supervisors. The proposed Motion (File 168-94-2), if adopted by the Board of the Supervisors, would allow the Board to set a date of June 6, 1994 at 3 p.m. for the public hearing. If there is a finding that it is necessary and in the interest of the public to acquire the proposed property, then, following the public hearing, the proposed resolution (File 168-94-2.1), authorizing the acquisition of the proposed property by eminent domain, should be considered for action by the Board of Supervisors.

- Recommendations:**
1. Approval of the proposed motion, which would set a date of June 6, 1994 at 3 p.m. for the public hearing, is a policy matter for the Board of Supervisors (File 168-94-2).
 2. The proposed resolution should be forwarded to the full Board, without recommendation (File 168-94-2.1).

Items 7 and 8 - Files 101-93-114 and 102-93-34

Department: Municipal Railway

Items: Supplemental Appropriation Ordinance (Item 7, File 101-93-114) to fund 8 new positions and the reclassification of five positions.

Ordinance (Item 8, File 102-93-34) to amend the FY 1993-94 Annual Salary Ordinance by creating 13 positions in the Municipal Railway budget and deleting 4 positions from the Municipal Railway budget and deleting 1 position from the Public Utilities Commission budget for a net increase of eight positions.

Amount: \$89,584

Source of Funds: Rescission of Salary and Fringe Benefits appropriations:

Municipal Railway	\$70,428
Public Utilities Commission	19,156
Total	\$89,584

Description: The proposed ordinance (File 102-93-34) to amend the FY 1993-94 Annual Salary Ordinance would create 8 new permanent positions and would reclassify 5 positions for the implementation of the new Transportation Commission created by the electorate (Proposition M) in November, 1993 as follows:

<u>No.</u>	<u>Classification</u>	<u>Biweekly Salary Range</u>	<u>Annual Salary at Top Step</u>	<u>Total Annual Salary at Top Step</u>
<u>New Positions:</u>				
5	AA87 Members, Transportation Commission	\$100 monthly	1,200	6,000
1	AA80 Deputy Director for Capital Projects, Dept. of Transportation	3,155-3,836	100,120	100,120
1	AA85 Administrative Secretary, Transportation Commission	2,004-2,435	63,554	63,554
1	1450 Executive Secretary I	1,291-1,565	40,847	40,847
8	New positions			\$210,521

Position Reclassifications:

1	AA84 Director, Dept. of Transportation	\$3,815-4,637	\$121,026	\$121,026
(1)	9186 General Mgr., Municipal Railway	3,815-4,637	121,026	(121,026)

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<u>No.</u>	<u>Classification</u>	<u>Biweekly Salary Range</u>	<u>Annual Salary at Top Step</u>	<u>Total Annual Salary at Top Step</u>
1	AA79 Deputy Director for Admin. and Finance, Dept. of Transportation	\$3,155-3,836	\$100,120	\$100,120
(1)	1677 Asst. General Manager for Finance, Bureau of Financial Mgt., PUC	4,208-4,208	109,829	(109,829)
1	AA78 Deputy Director, Maintenance, Department of Transportation	3,155-3,836	100,120	100,120
(1)	9185 Deputy General Mgr for Equip. Maintenance, Muni. Railway	3,155-3,836	100,120	(100,120)
1	AA77 Deputy Director, Operations	3,155-3,836	100,120	100,120
(1)	9191 Deputy General Manager for Operations, Municipal Railway	3,155-3,836	100,120	(100,120)
1	1272 Sr. Dept. Personnel Officer	2,557-3,108	81,119	81,119
(1)	9148 Director of Community Affairs, Municipal Railway	2,545-3,093	80,727	(80,727)
5	Reclassifications			<u>(\$9,317)</u>
	Total salary cost of new positions and reclassifications			\$201,204

Comments:

1. In addition to creation of the Transportation Commission with five commission members (AA87-Member, Transportation Commission), Proposition M, approved in November 1993, requires the Commission to appoint a director of public transportation (AA84-Director, Department of Transportation) to serve at its pleasure and authorizes the appointment of a commission secretary (AA85-Administrative Secretary, Transportation Commission).

2. As shown in the table above pertaining to new positions, the proposed legislation would create 5 AA87 Members, Transportation Commission and an AA85 Administrative Secretary, Transportation Commission. The Budget Analyst recommends approval of the creation of these six positions, as they are specifically authorized in Proposition M.

In addition to these six new positions as shown on the table above, two other new positions which are not specifically included in Proposition M are being requested, as follows:

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1450 Executive Secretary I - The proposed new position at an annual salary at the top step of \$40,847 is requested in addition to the Administrative Secretary, Transportation Commission. This additional position has not been justified based on any demonstrable increase in workload. The Budget Analyst recommends that this new position be disapproved.

AA80 Deputy Director for Capital Projects, Department of Transportation - Proposition M authorizes the Director, Department of Transportation to appoint, subject to approval of the Commission, up to four deputy directors who would also be exempt from Civil Service for a total of 11 positions (five commissioners, one director, one commission secretary, and four deputy directors). Three new deputy director positions (1-AA79 Deputy Director for Administration and Finance, Department of Transportation, 1 AA78 Deputy Director, Maintenance, Department of Transportation and 1 AA77 Deputy Director, Operations) would be created by the reclassification of existing positions which would result in no increase in salaries.

However, it should be noted that the Utilities Engineering Bureau of the Public Utilities Commission Temporary Salaries budget currently includes a 1377 Special Assistant XVIII position which is responsible for project management including developing and implementing project plans, schedules and budgets in order to deliver projects on time and within budgets. The proposed new position of AA80 Deputy Director of Capital Projects, Department of Transportation position, at an annual salary of \$100,120 at the top step, would have the responsibility for the same duties as the existing 1377 Special Assistant XVIII position as well as additional duties for grant administration and planning. The existing 1377 Special Assistant XVIII position has a maximum annual salary of \$103,043 at the top step which is \$2,923 greater than the maximum annual salary of \$100,120 of the requested new AA80 Deputy Director of Capital Projects, Department of Transportation position being requested. Approval of the new AA80 Deputy Director of Capital Projects position without deleting the existing 1377 Special Assistant XVIII position would be duplicative. Therefore, the Budget Analyst recommends disapproval of this new position of AA80 Deputy Director for Capital Projects,

Department of Transportation at an annual salary at the top step of \$100,120.

3. As noted above, the one AA79 Deputy Director for Administration and Finance, Department of Transportation, the one AA78 Deputy Director, Maintenance, Department of Transportation and the one AA77 Deputy Director, Operations are positions being created by the reclassification of existing positions in the Municipal Railway and the Public Utilities Commission budgets. The AA84 Director, Department of Transportation is also being created by the reclassification of an existing position of equal salary. Furthermore, this Director of Transportation position was mandated under Proposition M. The Budget Analyst recommends approval of these four reclassifications (one Director and three Deputy Directors) which would result in net reduced annual salary costs of \$9,709 at the top step.

The Municipal Railway, however, is also proposing to create a 1272 Senior Departmental Personnel Officer position and to delete a 9148 Director of Community Affairs, Municipal Railway position. This requested upward reclassification is totally unrelated to the implementation of the new Transportation Commission required by Proposition M and would result in an increased annual salary cost of \$392 at the top step. Therefore, the Budget Analyst recommends that this upward reclassification be disapproved. It should be noted that the Public Utilities Commission budget presently includes one 1275 Manager, Bureau of Personnel and Training, one 1270 Departmental Personnel Officer position and eight additional personnel analyst positions.

4. In summary, the Budget Analyst recommends that the proposed legislation be amended to disapprove (a) the requested new 1450 Executive Secretary I position, (b) the requested new AA80 Deputy Director for Capital Projects, Department of Transportation position and (c) the requested reclassification of a 1272 Senior Departmental Personnel Officer position. These recommendations will result in a reduction of the proposed supplemental appropriation request by \$30,687 for the balance of FY 1993-94 from \$89,584 to \$58,897 and an annual savings of \$167,793 in the Municipal Railway budget as follows:

	Budget Analyst Recommended Salary and Fringe Benefit Reductions For <u>4 Pay Periods</u>	Annual Reduction At <u>Top Step</u>
AA80 Deputy Director for Capital Projects, Dept. of Transportation	\$15,792	\$100,120
1450 Executive Secretary I	5,164	40,847
1272 Senior Departmental Personnel Officer	12,432	81,119
9148 Director of Community Affairs, Municipal Railway (this action would reinstate this position)	<u>(10,644)</u>	<u>(80,727)</u>
Subtotals	\$22,744	\$141,359
Mandatory Fringe Benefits	<u>7,943</u>	<u>26,434</u>
Totals	\$30,687	\$167,793

5. The proposed supplemental appropriation ordinance (File 101-93-114) would fund the remaining four proposed reclassifications and the remaining six new permanent positions for 4.0 pay periods from May 6, through June 30, 1994. However, the earliest possible effective date for these six new positions and four reclassifications is May 16, 1994, and not May 6, 1994 as had been requested. The required funding for the period May 16, 1994, through June 30, 1994, (3.4 biweekly pay periods), is \$50,062, or \$8,835 less than the \$58,897 requested.

6. As noted above, the requested actions to add eight new positions and to reclassify five positions would cost an additional \$201,204 in annual salary costs at the top step, excluding fringe benefits.

7. If the recommendations of the Budget Analyst are accepted, the total annual salary costs at the top step would be \$59,845 or \$141,359 less than the \$201,204 in annual salaries at the top step as requested.

BOARD OF SUPERVISORS
BUDGET ANALYST

- Recommendations:**
1. Reduce the proposed supplemental appropriation ordinance (File 101-93-114) by \$30,687 from \$89,584 to \$58,897 to reflect the disapproval of (a) two new positions (1450 Executive Secretary I and the AA80 Deputy Director for Capital Projects, Department of Transportation) and (b) the reclassification of the 9148 Director of Community Affairs, Municipal Railway to a 1272 Senior Departmental Personnel Officer. This latter action would result in the reinstatement of the Director of Community Affairs, Municipal Railway.
 2. Further reduce the proposed supplemental by \$8,835 (\$7,443 in salaries and \$1,392 in mandatory fringe benefits) from \$58,897 to \$50,062 to reflect that the earliest date, that the remaining six new positions and the remaining four reclassifications could be effective, is May 16, 1994, and not May 6, 1994.
 3. Amend the proposed amendment to the Annual Salary Ordinance (File 102-93-34) to delete the requested one new 1450 Executive Secretary I position and the one new AA80 Deputy Director for Capital Projects, Department of Transportation position and the reclassification of the 9148 Director of Community Affairs, Municipal Railway to a 1272 Senior Departmental Personnel Officer.
 4. The Budget Analyst recommends approval of (a) the remaining six new positions (5 members of the Transportation Commission and one Administrative Secretary, Transportation Commission as well as the reclassified Director, Department of Transportation, all of which were specified under Proposition M establishing a new Transportation Commission and (b) the three other reclassified Deputy Director positions.
 5. Approve the proposed supplemental appropriation ordinance and the proposed Annual Salary Ordinance, as amended.

Item 9 - File 251-94-2

Item: Hearing to consider (1) the Budget Analyst's report on Compensatory Time off; (2) legislation reforming the accrual of compensatory time off in various departments; (3) record keeping; and (4) legislation limiting compensatory time for certain positions.

Description: On October 26, 1993, the Budget Analyst submitted a report to the Board of Supervisors on Compensatory Time Off policies and accumulation. This report reviews the policies and impact of compensatory time off on the City and contains sections on (1) the Fair Labor Standards Act; (2) City and County Limitations on Overtime and Compensatory Time; (3) Analysis of Data Provided by Departments; (4) Authorization and Tracking; (5) Status of Certain Collective Bargaining Agreements; and (6) Potential Costs.

This review found that no centralized policies have been established in the City regarding compensatory time accrual for executive, administrative and professional positions, and the City has no centralized records or tracking of compensatory time off for any employees. This results in a lack of controls, which can result in excessive costs, as well as opportunity for abuse and error. Executive, administrative and professional positions are generally compensated at a higher rate than other positions. Further, such employees are not required to be compensated for overtime worked with compensatory time off (which is compensated at time and one-half), according to the Fair Labor Standards Act (FLSA). Any such time taken off by these employees represents lost productivity if not an actual cost. Also, the Memorandum of Understanding (MOU) with Fire Department sworn personnel establishes a maximum standard work week for fire suppression personnel at five hours below the maximum legal work week under the FLSA. Yet, the MOU with Police, Fire and Airport Police does not require any Board of Supervisors approval and the MOU with the Service Employees International Union (SEIU) can only be overturned if eight members of the Board of Supervisors vote to overturn within 21 days of an appeal.

As a result of these findings, the Budget Analyst recommended that the Board of Supervisors:

1. Prohibit the accumulation and use of compensatory time off for all executive, administrative and professional employees, unless countermanded by labor agreements.

BOARD OF SUPERVISORS
BUDGET ANALYST

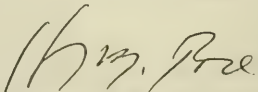
2. Adopt legislation requiring:

(A) that all compensatory time earned and taken off by employees subject to the provisions of the FLSA must require prior approval by the employees' supervisors; and

(B) that the Controller should be requested to provide a standardized method of accounting and tracking of compensatory time earned and taken off for all departments.

3. Submit a Charter Amendment to the electorate that would require that Memoranda of Understanding established through binding arbitration be subject to Board of Supervisors approval.

According to the Budget Analyst's report, by prohibiting the use of compensatory time off for executive, administrative and professional positions exempt from the Fair Labor Standards Act (FLSA), annual estimated City costs due to lost productivity would be reduced by \$959,256. Furthermore, by centralizing the tracking of compensatory time off for City positions subject to the FLSA, the possibility of abuse and error would be reduced, resulting in an undetermined amount of annual savings. However, the Budget Analyst notes that the new collective bargaining agreement with the SEIU could cost the City up to an estimated annual \$91,800, if upheld by the courts, since the City would then be required to compensate employees under SEIU, who are exempt from the FLSA, for overtime worked in the form of compensatory time off at time and one-half.


Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher

Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

BOARD OF SUPERVISORS
BUDGET ANALYST

REVISED Item 3 - File 170-94-6

debt service amount would be approximately \$3,001,985 in FY 1997-98 or the second payment year, which is \$798,015 less than the maximum amount of \$3.8 million specified in this proposed ordinance. (See Attachment B, Debt Service Schedule.) As described in Attachment B, the first payment is expected to be on October 1, 1995 and would be \$820,206.25 under the net debt service schedule.

According to Mr. Weiner, the cost of the debt service on the 1994 First Series Bonds will be allocated to the various departments based on the percentage of 800 MHz equipment purchased on behalf of each department (see percentages shown above). A schedule of the estimated annual costs to each of the departments is attached (Attachment C).

Comments:

1. According to Ms. Wagner-Lockwood, the City Attorney has reviewed the Master Lease Agreement, the First Lease Supplement to the Master Lease Agreement and the Agency Agreement, all of which are between the City and County of San Francisco and the City and County of San Francisco Finance Corporation, and has approved them as to form.
2. According to Mr. Weiner, DET is negotiating a revised Master Agreement with Motorola C & E Corporation as the prime contractor for the furnishing, installation, integration and optimization of the Citywide 800MHz Trunking Radio System. Mr. Weiner reports that the new Master Agreement would require Motorola C & E Corporation to subcontract \$2 million or 18.4 percent of the total Phase I \$10,863,252 project costs to MBE/WBE firms. Mr. Weiner advises that, because the proposed contract with Motorola C & E Corporation would exceed \$10 million, the proposed revised Master Agreement with Motorola C & E Corporation is subject to the review and approval of the Board of Supervisors. Mr. Weiner reports that the Department will submit the proposed revised Master Agreement to the Board of Supervisors during May of 1994.
3. Attachment A is a schedule showing the estimated source and use of funds from the 1994 First Bond Series.
4. Attachment B is a schedule showing the estimated debt service on the 1994 First Bond Series.
5. Attachment C is a schedule showing the estimated net debt service by department.

BOARD OF SUPERVISORS
BUDGET ANALYST

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Memo to Budget Committee
May 4, 1994

Recommendations: Based on previous policy decisions of the Board of Supervisors, approve the proposed ordinance.

BOARD OF SUPERVISORS
BUDGET ANALYST

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**REPORT FOR THE
BUDGET COMMITTEE
OF THE SAN FRANCISCO BOARD OF SUPERVISORS
/// ZERO-BASED BUDGET ANALYSIS**

**VOLUME I:
DEPARTMENT SUMMARIES
AND RECOMMENDATIONS**

\\ SF
\\ Board of Supervisors. Budget Committee
/// **BUDGET ANALYST** Recommendations.

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Zero-Based Budget Analysis Volume I: Department Summaries and Recommendations

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CITY AND COUNTY



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BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

May 9, 1994

Honorable Tom Hsieh, Chair
and Members of the Budget Committee
City and County of San Francisco
Room 235, City Hall
San Francisco, CA 94102

Volume I

Dear Chair Hsieh, President Alioto and Supervisor Bierman:

We are pleased to transmit to you the results of our Zero-Base Budget Analysis. Working collaboratively with the Mayor's Office and management and staff of every department analyzed, we have reviewed all existing and requested 1994-95 expenditures and revenues of 18 General Fund departments. We have followed Chair Hsieh's direction and provided all of our recommendations to the Mayor's staff to enable their inclusion in the Mayor's recommended budget, which will be submitted to your Board on June 1. At that time, we will indicate reductions in the budget that occurred as the result of this Zero-Based Analysis.

The Budget Analyst has made a series of recommendations which, upon implementation, would reduce General Fund expenditures by \$16.9 million and increase General Fund revenues by an estimated \$3.9 million, largely by improving the collection procedures related to existing revenues.

In total, the proper implementation of our recommendations would save the City and County of San Francisco an estimated \$20.8 million in Fiscal Year 1994-95 and \$16.3 million annually thereafter. It should be noted that our recommendations would not result in a reduction in the present level of services provided by the City and County.

In addition to these recommendations, the Budget Analyst has developed a series of policy options for consideration by the Board of Supervisors which would result in total estimated savings of up to \$33.4 million annually. However, it should be noted that \$16.1 million of the policy options is comprised of discontinuing non-mandated mental health services covered by the General Fund. If that one item is



Honorable Tom Hsieh, Chair
and Members of the Budget Committee
City and County of San Francisco
May 9, 1994
Page 2

not included, the policy options savings would be up to \$17.3 million. Combined with our recommendations of \$20.8 million, total savings would thus be \$38.1 million upon implementation of all our recommendations and policy options, excluding the General Fund-supported mental health services.

The details of all of our recommendations and policy options are contained in Volume I of the enclosed report.

This Zero-Based Budget Analysis questioned all existing expenditures and revenues and examined the link between expenditures and performance

Unlike traditional line item expenditure budget analysis, which focuses on requests for additional funding, this zero-based analysis reviewed existing departmental expenditures for their efficiency and effectiveness. No assumption was made that existing programs and expenditures should necessarily be continued or that the way that services are presently delivered should necessarily be continued.

Our analysis represents a new approach to budgeting in San Francisco in that we evaluated each department not only on an expenditure and revenue basis, but also on a programmatic basis. We believe that this approach allows for improved budget decision-making in that the relationship between costs and outcomes can be more readily assessed.

Cost and staffing information for every program and sub-program in the departments reviewed is presented in Volume II. This type of data builds on the program budget approach used in the Mayor's Fiscal Year 1993-94 budget and provides a foundation for conversion to a full-scale mission driven or program budget approach. We strongly endorse a continuation of this more comprehensive approach to budget review. We are confident that additional cost savings opportunities would be identified throughout the City as a result of this continued effort.

Recommendations and Policy Options

This report is submitted in two volumes, as follows:

Volume I: Recommendations and Policy Options

Volume II: Department Program and Performance Detail

We have divided the results of our analysis into recommendations and policy options. Generally, policy options are cost saving items that we believe are worthy of consideration but represent decisions which must be made by the Board of Supervisors and the Mayor in important policy areas such as adjusting service levels, establishing new programs and contracting out services to for-profit organizations. However, the Budget Analyst's recommendations which are

**BOARD OF SUPERVISORS
BUDGET ANALYST**



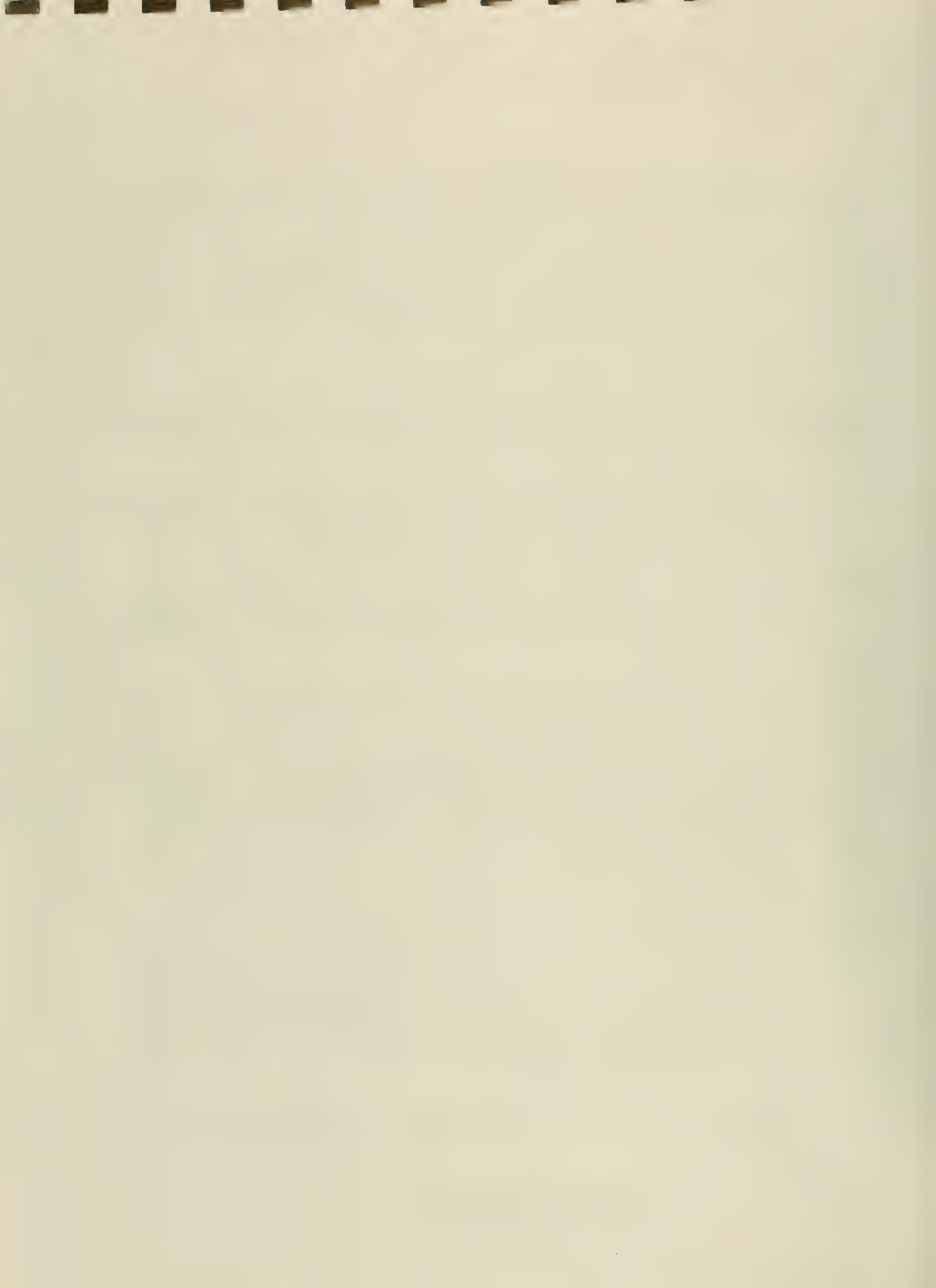
contained in this report are cost saving items that we believe should be implemented in Fiscal Year 1994-95. It should be emphasized that our recommendations would not reduce current service levels.

As previously noted, *upon implementation* of our recommendations, we estimate that the City and County of San Francisco would save a total of \$20.8 million in Fiscal Year 1994-95 and \$16.3 million annually thereafter.

Recommendation Highlights

We are not recommending the elimination of existing programs. Rather, most of our recommendations call for continuing to provide existing services at less cost. Examples of our recommendations include:

- Properly billing Medi-Cal for San Francisco General Hospital services provided to General Assistance clients eligible for SSI would produce one-time reimbursements of \$2.7 million and ongoing annual reimbursements of approximately \$641,000.
- Deletion of overbudgeted mandatory fringe benefits, namely the Medicare portion of the Federal Insurance Contributions Act (FICA), in the Fiscal Year 1994-95 Police, Fire, and Sheriff's budgets amounting to \$2.6 million.
- Civilianization of administrative positions in the Sheriff's department at an annual savings of approximately \$101,000.
- Establishment of a Sheriff's Recruit classification to perform many of the clerical and administrative functions now performed by Deputy Sheriffs in the jails and courts for an estimated annual savings of approximately \$1.6 million per year. Those Deputy Sheriffs which would be replaced by the Recruit classification would be used to operate the City's new jail.
- A reduction in funds budgeted for General Assistance payments of approximately \$586,000 based on declining caseload.
- Contracting out adult and geriatric mental health services and substance abuse services to community-based non-profit organizations as is now the case for acute and residential services at a savings of \$688,000 per year. Existing employees could either form their own non-profit corporation or might be hired by existing non-profit corporations.
- Reducing excess layers of supervision and further combining of Superior and Municipal Court administrative divisions in the



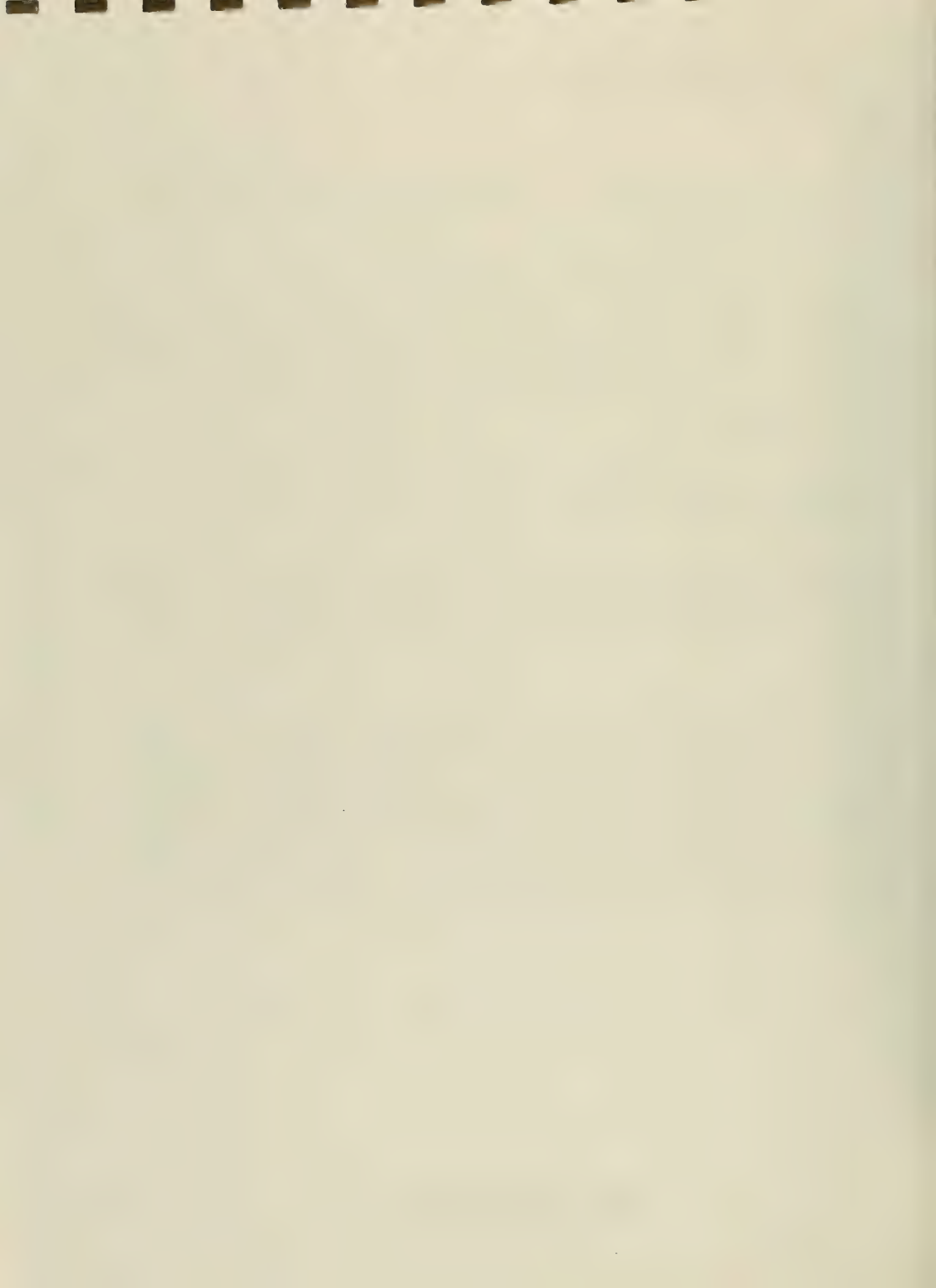
combined Superior and Municipal Courts for an estimated annual savings of \$1 million

- Hiring a collections agency for the Library resulting in estimated increased net revenues of \$215,000 per year.
- Establishment of a "proof of payment" program on the Municipal Railway's Light Rail Vehicles, thereby eliminating the need for Platform Operators in the second cars for an annual savings of \$400,000. This would not result on the layoff of Platform Operators but would result in a reduced need for overtime expenses.
- Establishment of a fee for on-line database services at the Public Library resulting in an estimated \$22,650 in increased revenue.

A summary of the dollar value of the Budget Analyst's recommendations and policy options savings, by department, are presented on the following page.

Our recommendations were developed with input from each department. Each department was asked to rank their programs and sub-programs and to provide statements on the impact of various funding levels. That information is provided in our Volume II report, along with descriptions and current and requested Fiscal Year 1994-95 funding and staffing levels for each program and sub-program.

In the case of the Department of Public Health (DPH), many of our recommendations originated with DPH. In the light of the need of DPH to reduce costs to retain Medi-Cal reimbursements from the State as the managed care system is implemented, the Department of Public Health has undergone a massive review of its organizational structure and operating procedures and identified a number of areas where restructuring can occur. The Budget Analyst endorses these proposals and applauds the Department of Public Health for its efforts. We also believe this demonstrates what many other departments could do through an intensive review of their structures and operations and a focus on what is really necessary to meet the needs of the public.



Summary of Recommendations by Department

	\$ Total Recommendations	\$ Policy Options
Police	\$4,126,623	\$2,250,000
Fire	1,333,308	561,000
Muni	1,034,652	7,000,000
DSS	1,314,682	1,000,000
Sheriff	5,031,070	95,000
Community Mental Health	689,356	17,100,000
Public Health Services	0	2,334,581
San Francisco General Hospital	3,874,687	
Superior Court & Muni Ct	1,015,800	
Juvenile Court	1,123,533	
Public Library	697,391	1,232,305
District Attorney	100,570	1,628,252
Public Defender	231,024	
Treasurer-Tax Collector	0	
Assessor	0	
Laguna Honda Hospital	256,931	
Recorder		200,000

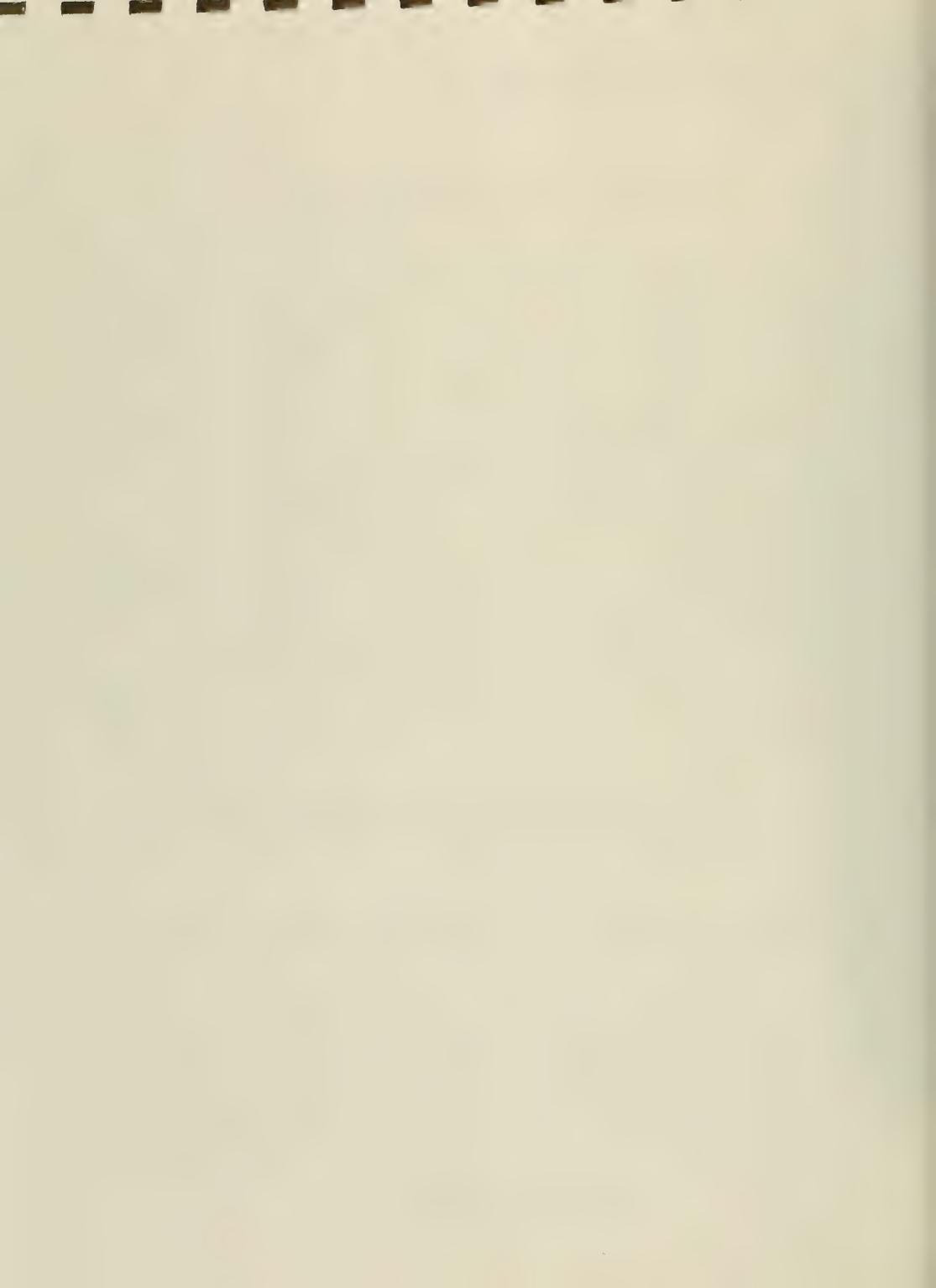
TOTAL LOW **\$20,829,627** **\$33,401,138***

* Includes a \$16.1 million reduction for discontinuing non-mandated Mental Health services paid for out of the General Fund. Excluding that one item, savings of up to \$17.3 million could still be realized.

The above amounts exclude increased revenue estimates of up to \$4 million for the Treasurer-Tax Collector and \$2.5 million for the Assessor that would result from implementation of our recommendations.

We wish to particularly thank Chair Hsieh for initiating this project, unprecedented in San Francisco in terms of the level of review and degree of collaboration between the Board of Supervisors and Mayor's Office. We also wish to thank President Alioto and Mayor Jordan who facilitated this unprecedented level of cooperation between the Offices of the Board of Supervisors and Mayor. Finally, we would like to thank the full Budget Committee for providing guidance for the project and Teresa Serata, the Mayor's Budget Director, and her entire staff for their cooperation and involvement on this project. In our professional

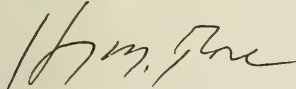
BOARD OF SUPERVISORS
BUDGET ANALYST



Honorable Tom Hsieh, Chair
and Members of the Budget Committee
City and County of San Francisco
May 9, 1994
Page 6

judgment, this project has produced very significant results and we are hopeful that our recommendations can assist the City and County of San Francisco in achieving a more efficient, effective and economical budget.

Respectfully submitted,



Harvey M. Rose
Budget Analyst

cc: Supervisor Conroy	Mayor Jordan
Supervisor Hallinan	Chief Administrative Officer
Supervisor Kaufman	Controller
Supervisor Kennedy	Teresa Serata
Supervisor Leal	Robert Oakes
Supervisor Maher	Ted Lakey
Supervisor Migden	
Supervisor Shelley	
Clerk of the Board	

BOARD OF SUPERVISORS
BUDGET ANALYST



Department Summary

Department: Police Department

Overview

The chart on the next page provides a description of the Police Department's organization. For the Zero Base analysis, the Budget Analyst has divided the Department budget into five programs: Administration, Field Operations, Investigations, Communications and Other Services (the Office of Citizen Complaints, Senior Escort Program and Project Safe).

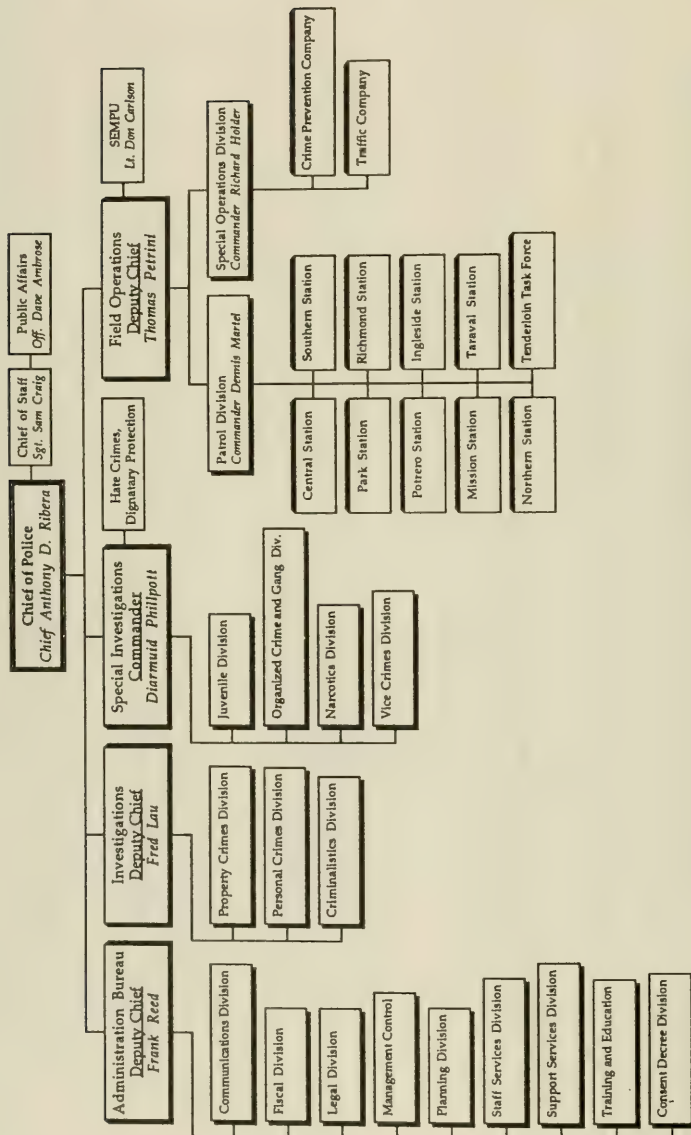
The budgetary data presented in this report is based on the Phase B Department Request 1994-95 budget as of April 29, 1994. All uniform salaries in the Department Request are unstandardized, and therefore understate the actual amount of the Department's budget request. Known increases in uniform salaries and fringe benefits, based on the last year of the three-year Memoranda of Understanding between the City and Police, will increase the total 1994-95 budget by approximately \$6.5 million when it is transmitted to the Board of Supervisors on June 1, 1994.

The most significant aspect of the Police Department's 1994-95 budget request is the proposal to increase sworn personnel to "full staffing" of 1,971 officers. Besides an academy class of 44 trainees hired this fiscal year on January 24, 1994 and the expected 1993-94 hiring of 55 "lateral transfers" in May and June, 1994, the Department plans to hire an additional 165 officers (30 lateral transfers in September, 1994 and three Academy classes of 45 each, with the first class beginning in March, 1995) during 1994-95. The Department's current sworn strength is approximately 1,820 officers, including the 44 Academy trainees. With completion of the hiring plan at the end of 1994-95, depending on rates of attrition, the Department may have over 2,000 sworn personnel, although 135 will be in Academy training.

Although the Department's hiring plan, including the May, 1994 hiring of 25 new '91' Communications Dispatch trainees, has been evolving throughout the Zero Base budget review process, the Budget Analyst has attempted to accurately reflect, in this report, the current schedule for adding sworn and civilian personnel to the Department. As of the writing of this report, the Budget Analyst has not received information on the Mayor's budget recommendations. However we have informed the Mayor's budget staff of our findings and recommendations throughout the Zero Base process.

As a result of the Zero Base review, the Budget Analyst is recommending budget reductions of approximately \$4.1 million. We have also included three policy recommendations that could produce additional savings.

San Francisco Police Department



Department Summary

Department:

38 POLICE

Mission Statement:

To provide San Francisco residents and visitors with a safe environment by efficiently and effectively employing trained staff for the prevention, enforcement, investigation and preparation for the successful prosecution of crime.

1993-94 Budgets by Program

	1993-94		
	Revenues:		
Program Totals	FTE	Costs	Spec. Funds Net General Fund
1 Administration	369	\$29,462,004	\$1,129,652 \$28,332,352
2 Field Operations	1,326	106,467,249	106,467,249
3 Investigations	339	31,424,315	2,987,208 28,437,107
4 Communications	130	6,756,785	6,756,785
5 Other Services		2,409,446	2,409,446
<i>Subtotal</i>	2164	\$176,519,799	\$4,116,860 \$172,402,939
Capital Outlay		2,403,324	2,403,324
TOTAL	2,164	\$178,923,123	\$4,116,860 \$174,806,263

1994-95

	1994-95 Expenditures (Unstandardized)			1994-95 Revenues and Special Fund Sources		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Administration	\$31,991,491		\$29,559,360	\$933,500		\$933,500
2 Field Operations	117,817,546		116,146,310			
3 Investigations	30,767,900		30,767,900	1,337,000		1,337,000
4 Communications	8,354,539		8,354,539			
5 Other Services	2,918,591		2,918,591			
Capital Outlay	3,736,146		3,736,146			
TOTAL	\$195,586,213		\$191,482,846	\$2,270,500		\$2,270,500

FY 1994-95 Recommendations

Department: Police
Program: Department Wide Fringe Benefits

Recommended 1994-95 Funding Levels:

	Department	Mayor's Office	Budget Analyst
FICA Medicare	\$1,874,149 \$		\$535,956
OFB: Health Service Dependant Coverage	3,703,740		3,490,881
OFB: Retirement Pickup	5,501,734		5,381,250
	\$11,079,623		\$9,408,087

Explanation of Differences:

1. The BPREP system calculates FICA-Medicare payments based on all objects of pay for Sworn and Miscellaneous positions. The amount budgeted for this subobject, on a department wide basis is \$1,874,149. Only Miscellaneous personnel and Sworn personnel hired after 1986 are subject to these FICA payments. The recalculated amount of \$535,956 is a conservative estimate of the actual Police Department need. The proposed reduction results in a savings of \$1,338,193.
2. "Other fringe benefits" (MOU based dependant health coverage and "retirement pickup" of contributions formerly paid by employees) are calculated by the Police Department.
 The amount budgeted for dependant health coverage assumes full staffing of 1,975 officers for the entire fiscal year. Hiring will be phased-in throughout the year however, with most occurring in the last three months of 1994-95. The recommended reduction results in savings of \$212,859.
3. The amount budgeted for "retirement pickup" is based on the original department request for uniform salaries, which was subsequently reduced by the department during the budget process. A re-calculation results in savings of \$120,184.

Summary of Savings:

FICA Medicare	Savings
OFB: Health Service Dependant Coverage	\$1,338,193
OFB: Retirement Pickup	212,859
	120,484
	\$1,671,536

Department: Police
 Program: Consent Decree
 FY 1994-95 Recommendations

Recommended 1994-95 Funding Levels:

Consent Decree Unit*	Department	Mayor's Office	Budget Analyst
	\$2,409,125	\$	\$1,550,722

* amounts are based on 1994-95 BPREP documents for Consent Decree Index

Explanation of Differences:

Consent Decree

The Consent Decree Unit has requested five new positions and professional services expenditures for 1994-95 amounting to \$1,466,850 (an increase of \$663,850 over 1993-94 appropriations for this professional services).

The new positions requested are:

	number	Salaries	Fringe Benefits	Totals
Training Officer	1	\$50,530	\$9,381	\$59,911
Asst. Personnel Analyst	2	80,544	16,065	96,609
Sr. Personnel Analyst	1	58,516	10,430	68,946
Asst. Division Mgr. Personnel	1	81,112	12,128	93,242
Totals	5	\$270,709	\$48,004	\$318,713

Each of these positions were vacant and deleted from the 1993-94 budget by the Mayor's Office last year. However, the Training Officer is presently funded at the request of the City Attorney and Auditor-Monitor to assist in Consent Decree required training programs.

We recommend that the Training Officer Position be approved, but since it is already funded in the Department's base budget, we are recommending increases to Salary Savings to reduce the expenditures by the amount of \$59,911 including fringe benefits.

We are recommending that the 2 Asst. Personnel Analysts and Senior Personnel Analyst (a position that already exists) be approved to assist with examinations planned for fiscal year 1994-95. Salary Savings can be increased by \$58,516, with fringe benefit reductions of \$10,430.

This Unit was formerly headed by an Assistant Division Manager for Personnel, but the position was eliminated by the Mayor's Office in the 1993-94 budget. We do not recommend the restoration of this position. This recommendation will reduce middle level management. We recommend that the Principal Personnel Analyst position now in charge of this Unit continue to serve as the Manager instead of creating another level of management at an increased salary of \$81,119 annually plus \$12,128 in additional fringe benefits.

FY 1994-95 Recommendations

Department: Police
Program: Consent Decree - Page 2 of 2

The 1994-95 request for professional services includes \$481,300 for examination support costs for the Q50 (Police Sergeant) promotional exam. The Consent Decree court order requires that this exam be conducted by September 15, 1995. The Consent Decree Unit proposes to conduct the exam in 1994-95, instead of next fiscal year, because of anticipated unavailability of hotel space during the summer months of July, August or September of the 1994-1995 fiscal year. However, the Unit has not performed a survey of hotel space in order to verify such anticipated unavailability. Also, other options exist. For example, the Civil Service Commission conducted a Fire Lieutenant promotional exam for over 1,000 applicants at the USF dormitory during the summer months.

The Budget Analyst concludes that more than sufficient lead time exists to plan for the conduct of this examination during fiscal year 1995-96, well prior to the court deadline of September 15, 1995, thus saving \$481,300 this fiscal year.

The proposed budget also includes \$155,000 in other services to conduct a Q-80 (Police Captain) promotional examination. The Consent Decree court orders currently do not specify a deadline for this promotional exam. Deferral of this exam to a future fiscal year is therefore possible. This recommendation will save \$155,000 in 1994-95.

Summary of Recommendations:

	Savings
Delete request for one Assistant Division Manager, Personnel	\$93,247
Increase Salary Savings and Fringe Benefit Savings:	128,857
Reduce Other Services Requests:	636,300
Total Savings	\$858,403

FY 1994-95 Recommendations

Department: Police
 Program: Department Wide Miscellaneous Salaries and Fringe Benefits
 (reduction allocated to Administration Program)

Recommended 1994-95 Funding Levels:

Department Wide Miscellaneous Salaries	Department	Mayor's Office	Budget Analyst
	\$15,370,546	\$	\$14,468,512
plus reductions in mandatory fringe benefits			

Explanation of Differences:

The Zero Base analysis of Miscellaneous positions in the Police Department results in our recommendation to increase Miscellaneous Salary Savings by \$497,019. This recommendation will permit funding of all existing filled miscellaneous positions (at the top salary step) and all new positions requested including funding for the 25 '911' Communications Dispatchers. Related Mandatory Fringe Benefits savings amount to \$82,625.

Of 18 new miscellaneous positions requested, the Budget Analyst recommends approval of a Payroll Clerk for Staff Services (to administer payroll for new hires) and a Shift Supervisor for 911 Communications Dispatch. We also recommend approval of a new Systems and Procedures Analyst (who is currently employed) but recommend a further reduction, through increased salary savings of \$53,322, since the position's salary is currently provided for in the Department's base budget for existing miscellaneous positions.

The Budget Analyst recommends that the following requested new positions be disapproved:

	number	salaries	
Clerk Typists	12	\$89,422	New positions and partial year funding should be denied pending a classification study by the Human Resources Department (as recommended in Policy Options) for purposes of civilianization of administrative and non-sworn functions.
Trial Attorney	1	68,043	Increases in serious allegations of officer misconduct should be managed by proper prioritization of Management Control cases.
Criminologist	1	\$56,272	Justification based on a 1976 study is no longer valid.
	14	\$213,737	
Fringe Benefits		\$53,311	
		\$269,068	

Summary of Recommend Savings:
 Total Salary Savings and Position Reductions: \$764,078
 Reductions to Mandatory Fringe Benefits: 137,956
 Total Savings \$902,034

FY 1994-95 Recommendations

Department: Police
 Program: Administration
 (Training and Education BPREP Index 582007)

Recommended 1994-95 Funding Levels:

	Department	Mayor's Office	Budget Analyst
Sworn Salaries	\$1,630,727		\$935,778
Plus reductions in Mandatory Fringe Benefits			

Explanation of Differences:

Sworn Salaries and related Mandatory Fringe Benefits for Academy Recruits in training are budgeted in two indexes (\$82015 Field Operations and 582007 Training and Education.)

- The Budget Analyst recommends the following reduction to eliminate the double budgeting for trainees.

Summary of Savings:

Reduced Sworn Salaries	\$581,500
Reduced Mandatory Fringe Benefits	113,449
Total Savings	\$694,949

Policy Options

Department: Police
Program: Department-wide

Policy Options for 1994-95

1. The Police Department currently has 1,820 sworn personnel, including 44 entry level police officer trainees in the Police Academy, and intends to hire an additional 55 "lateral transfers" in May and June of 1994. The cost of continuing these sworn personnel through Fiscal Year 1994-95 is approximately \$5.9 million in salaries and fringe benefits. In addition, the Department at this time intends to hire 30 lateral transfers and 135 trainees during 1994-95 at a cost of approximately \$2.3 million in 1994-95 (partial year funding of salaries and fringe benefits). Full year funding for these additional officers hired in 1994-95 will be approximately \$8.3 million in salaries and fringe benefits. Additional expenditures will be necessary for materials, supplies and equipment. After expected attrition in 1994-95, the Police Department will have over 2,000 sworn members, although 135 will be in the Police Academy.

An alternative to hiring new sworn officers is "civilianization" of existing functions that do not require peace officers to perform assigned duties. By civilianizing certain administrative and support jobs with lower cost miscellaneous positions, sworn personnel can be re-assigned to police duties such as District Stations and Investigations. Such a policy would be more cost-effective than simply adding more police while continuing to staff administrative and support functions with experience sworn personnel. Although many such sworn personnel are on either permanent or temporary light duty status, significant opportunities to civilianize exist.

The Budget Analyst recommends that the Human Resources Department perform classification reviews of all sworn positions assigned to either administrative or support functions in order to determine whether or not peace officer status is required for such functions and what miscellaneous classification would be appropriate to fulfill responsibilities and duties of each position.

Examples of existing assignments that could be civilianized pending such a review include:

- One Lieutenant and three Sergeants who supervise 26 clerks and light duty officers with word processing responsibilities in the Records Division
- One Sergeant in charge of Payroll
- One Lieutenant, a Sergeant and 4 Police Officers assigned to property control
- One Sergeant, 5 Inspectors and 3 Officers are assigned to the Photo Lab
Responsible for Crime Scene photography and processing film

Policy Options

Department: Police
Program: Department-wide

Policy Options for 1994-95

- One Sergeant, three inspectors and 9 Officers assigned to the Crime Lab's Crime Scene Unit. (Many jurisdictions use civilian "Evidence Technicians" for Photography and Crime Scene evidence control. All crime scenes are supervised by a Patrol Sergeant or higher ranked field personnel.
- One Inspector and five officers are assigned to the Planning Divisions MIS (data processing) section; two officers are in charge of telecommunications (phone line placement and interaction with Pac Tel); an officer is in charge of building administration
- Two officers are assigned to the Fleet management function

If 50 existing sworn personnel can be replaced with miscellaneous positions at salary and fringe benefit costs averaging \$50,000 annually, the Department can increase the number of sworn personnel assigned to law enforcement duties at a savings of approximately \$1.0 million annually over the alternative of simply adding new police officers.

2. The Board of Supervisors recently approved a Federal Grant application by the Police Department for \$2.0 million over two years to support additional police officers. If the grant is approved, the amount that could be used for the Police Department in Fiscal Year 1994-95 is approximately \$650,000. Therefore, as a policy option, the Board of Supervisors could urge that \$650,000 of the Police Department's proposed budget be reserved pending notification of the outcome of the grant application.

Policy Options

Department: Police

Program: Department-wide

Policy Options for 1994-95

3. The Department's Overtime budget is fully funded at \$8.8 million (General Fund) at the department budget request level, based on long standing historical expenditures. Approximately \$600,000 of this amount could, according to Department estimates, be saved if the Superior Court Criminal section would alter scheduling practices to prevent: a) requiring subpoenaed officers to unnecessarily appear on Mondays the week of case calendaring; and b) providing a reasonable advance notice of trial dates to reduce court standby overtime pay. In addition to the savings in overtime expenditures, on-duty officers required to appear unnecessarily would instead be able to perform regular police duties.

The Board of Supervisors may wish to urge the Presiding Judge of Superior Criminal Court to consider these measures in order to reduce overtime spending and increase police patrol presence.

Department Summary

Department: Fire Department

Overview

The Fire Department's primary function is the suppression of fires and responding to medical and other emergencies. Most of the Fire Department programs either directly or indirectly support the fire suppression and emergency response function.

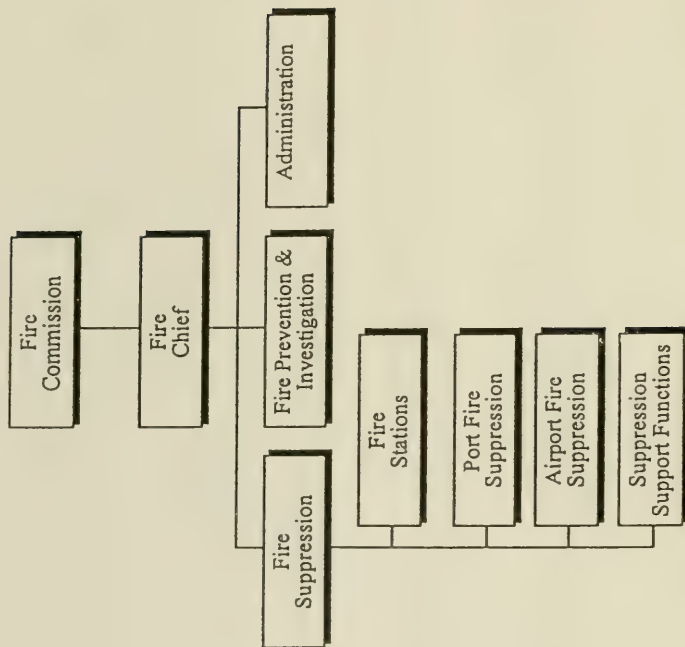
In Fiscal Year 1994-95 the Fire Department will be completing the final year of a five-year Consent Decree issued by the Federal Court to insure that minorities and women are given equal opportunity for employment and promotion in the Fire Department. Among the requirements of the Consent Decree, the Fire Department must hire 500 new Firefighters in the five-year Consent Decree period and redesign promotional examinations. The Consent Decree also places limitations on the elimination of uniformed Officer positions.

Fiscal Year 1994-95 will also be the third and final year of the Firefighters' current three-year Memorandum of Understanding (MOU) with the City. The MOU includes requirements for the ratio of Firefighter and Officer positions in order to ensure safe operation of fire suppression equipment.

For 1994-95 the Fire Department is requesting nine new H10 Chiefs Aide positions, increasing the current number of H10 Chiefs Aide positions from 47 to the level of 56 such positions that are required in accordance with Officer/Firefighter ratio requirements of the MOU. The Fire Department is also requesting the addition of one medical position for the Fire Surgeon's Office to assist in lowering the high cost of Worker's Compensation for the Fire Department.

The Fire Department indicates that \$22 million of the Proposition 172 half-cent sales tax proceeds are designated for the Fire Department in 1994-95. In addition to this new revenue, the Fire Department is experiencing a major cost reduction because the City's required contribution rate for the retirement benefits of uniformed Fire Department staff has dropped from 40 percent in Fiscal Year 1993-94 to 19 percent for Fiscal Year 1994-95.

Fire Department



Department Summary

Department: Fire Department

Mission Statement:

- Protect the lives and property of the citizens of San Francisco from the ravages of fire, conflagration and natural disaster.
- Control the devastating effects of hazardous material releases.
- Save lives by rendering emergency medical treatment.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	FTE	Costs	Revenues	Net General Fund
1 Worker's Compensation	0	\$3,500,000	0	\$3,500,000
2 Consent Decree Project	14	2,209,123	0	2,209,123
3 Computer Assisted Dispatch	1	123,109	0	123,109
4 Work Order	14	1,055,936	0	1,055,936
5 Airport	67	6,317,099	\$6,317,099	0
6 Port Fireboat	10	1,326,617	1,326,617	0
7 Fire Suppression	1337	109,633,094	0	109,633,094
8 Fire Prevention	49	3,768,841	2,098,357	1,670,484
9 Fire Investigation	16	1,245,670	0	1,245,670
10 Fire Support Services	34	3,344,912	0	3,344,912
11 Administration	38	3,128,233	0	3,128,233
12 Training	15	1,711,809	0	1,711,809
<i>Subtotal</i>	1595	\$137,364,443	\$9,742,073	\$127,622,370
Capital Improvements		66,566		66,566
TOTAL	1595	\$137,431,009	\$9,742,073	\$127,688,936

Department Summary

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Work Order	\$1,034,458	\$1,034,274	\$1,034,458			
2 Consent Decree Project	2,228,502	2,228,593	2,228,502			
3 Computer Assisted Dispatch	362,079	368,924	362,079			
4 Airport	6,027,528	6,028,896	6,028,896	6,027,528	6,028,896	6,027,528
5 Port Fireboat	1,216,434	1,215,209	1,216,434	1,216,434	1,215,209	1,216,434
6 Worker's Compensation	4,392,948	4,392,948	4,392,948			
7 Fire Suppression	110,173,639	110,183,168	108,970,531			
8 Fire Prevention	3,907,883	3,908,147	3,826,883			
9 Fire Investigation	1,295,676	1,295,777	1,295,676			
10 Fire Support Services	3,585,099	3,585,418	3,535,899			
11 Administration	2,883,827	2,884,026	2,883,827			
12 Training	1,478,394	1,478,651	1,478,394			
13 NERT	179,709	179,787	179,709			
TOTAL	\$138,766,176	\$138,783,818	\$137,434,236	\$7,243,962	\$7,244,105	\$7,243,962

5/5/94

FY 1994-95 Recommendations

Department: Fire Department Program: Fire Suppression

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$126,170,297	\$126,187,152	\$124,917,989

Explanation of Differences:

- Delete purchase of five full size automobiles. Savings = \$101,000
- Delete lease/purchase of four Fire Engines (Pumpers) and two Aerial Ladder Trucks. Savings \$126,558
- Delete purchase of a one-ton valve truck and a pick-up truck. Savings = \$49,200
- Reduce computer generated budget for Medicare for Uniform employees hired before 1987. Savings = \$975,550
- Total Recommended Fire Suppression Program Reductions: \$1,252,308

5/8/94

FY 1994-95 Recommendations

Department: Fire Department
 Program: Prevention and Investigation

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$5,203,559	\$5,203,924	\$5,122,559

Explanation of Differences:

Delete purchase of five mid-size automobiles. Savings = \$81,000

5/8/94

FY 1994-95 Recommendations

Department: Fire Department
 Program: Administration

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$7,392,320	\$7,392,742	\$7,392,320

Explanation of Differences:

No Recommendations

5/8/94

Policy Options

Department: Fire Department
Program: Fire Suppression

Policy Options for 1994-95

The following four recommendations are policy matters because the number of authorized uniform officer positions is subject to both the Consent Decree and the Firefighter's Memorandum of Understanding.

1. Delete one of two H40 Battalion Chief positions that supervise the Bureau of Assignments. Savings = \$108,000.
2. Reclassify three H20 Lieutenant positions in the Bureau of Assignments to three 1202 Personnel Clerk positions. Savings = \$110,000.
3. Replace the H50 Assistant Chief position that supervises the Division of Training with an H40 Battalion Chief position. Savings = \$22,000.
4. Delete 56 H10 Chiefs Aide positions that are essentially drivers for Chiefs. The incumbents would bump down to H2 Firefighter positions. Savings = \$321,000

Department:

MUNICIPAL RAILWAY

Overview

The chart on the next page provides a description of the Municipal Railway's organization. The Department is in process of implementing Proposition M, approved in November, 1993, which created the new Transportation Commission. The Department's newly revised organization, which is shown in a chart on the next page includes four major budget units as follows: Administration/Finance/Personnel, Transportation, Maintenance and Capital Program.

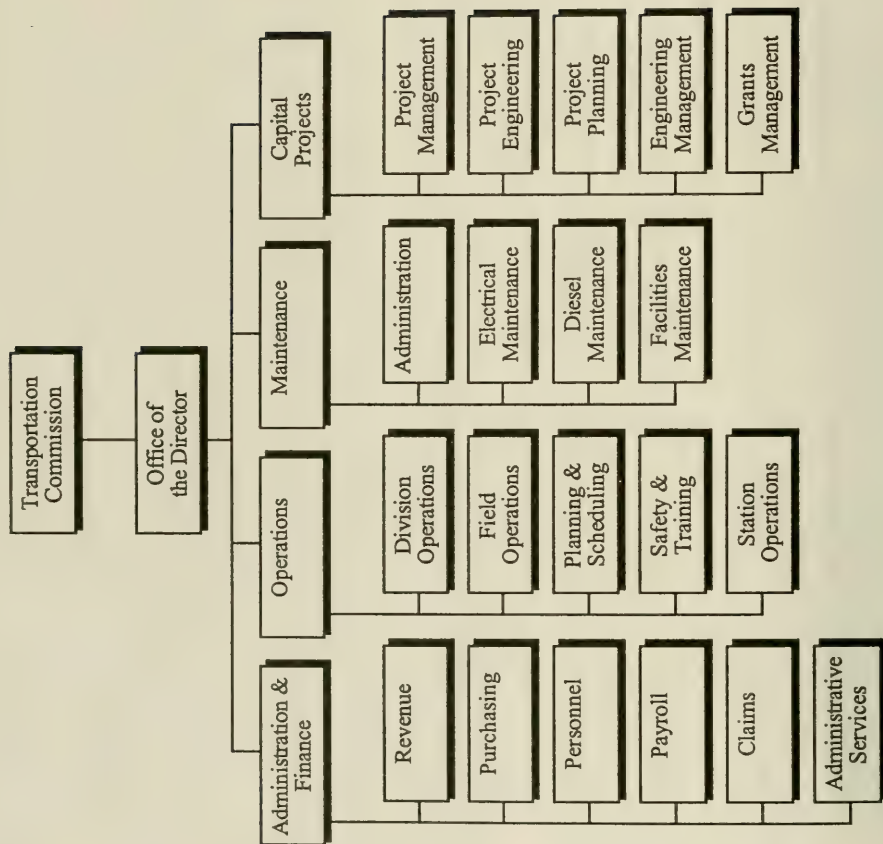
The most significant aspect of the Municipal Railway's budget is that in previous years the Bureau of Financial Management of the Public Utilities Commission (PUC) provided various administrative services to the Municipal Railway and the Utilities Engineering Bureau of the PUC provided administration and management of the Municipal Railway's Capital Programs. The PUC has identified those positions that have worked primarily on Municipal Railway activities vs. Water Department or Hetch Hetchy Department activities and has transferred those positions to the Municipal Railway budget.

The budgetary data presented in this report is based on the Phase B Department Request 1994-95 budget as of April 29, 1994 and the "Municipal Railway's New Programs Budget for 1994-95" which were not included in the Phase B budget but were approved by the Public Utilities Commission at its meeting on February 28, 1994-95. These additional new programs included a total of 83.5 full time equivalent positions and would require additional funding in amount of \$12,371,003.

The Municipal Railway has done their priority rankings within five tiers according to the following:

- Tier 1 Fixed costs - costs that unlikely to change based on policy decisions about service. Also, mandated programs or programs that have their own revenue.
- Tier 2 Sort of Fixed Costs - Costs that are not directly related to service and are at some level fixed costs, but could be examined to see if the level of service could be reduced.
- Tier 3 Costs that are directly related to service.
- Tier 4 Costs that aren't directly related to service, and represent "extras", e.g., you could run service without having it be clean.
- Tier 5 Costs for capital programs not directly related to current service and new and expanded service levels.

Municipal Railway



Department Summary

Department: MUNICIPAL RAILWAY

Mission Statement:

- Maintain and operate a public transportation system.
- Maintain the fleet adequately to provide sufficient equipment to meet scheduled runs.
- Maintain maximum adherence to schedules previously approved by the Public Utilities Commission.
- Maintain fares as low as possible without reducing the system's reliability.

1993-94 Budgets by Program

1993-94

Mayor's Budget Programs

	FTE	Costs	Revenues	Net General Fund
Transportation	2,127	\$144,906,472	\$177,845,555	(\$32,939,083)
Maintenance	1,058	\$86,834,492	\$0	\$86,834,492
Capital Programs	0	\$0	\$0	\$0
Administration	108	\$39,190,405	\$2,415,000	\$36,775,405
Subtotal	3,293	270,931,369	0	180,260,555
				90,670,814

Capital Improvements \$6,305,550 \$2,949,950

TOTAL 3,293 \$277,236,919 \$183,210,505 \$90,670,814

1994-95

1994-95 Expenditures

1994-95 Revenues

	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Transportation	\$132,335,143	\$130,251,195	\$129,333,086			
Maintenance	95,523,026	91,100,799	91,100,799	\$93,598,438	\$93,598,438	\$93,598,438
Capital Programs	1,107,304	1,107,304	990,761			
Administration	\$8,847,095	\$2,472,743	\$1,882,593	\$0,334,118*	\$0,334,118*	\$0,334,118*
TOTAL	\$287,812,568	\$274,932,041	\$273,307,239	\$93,598,438	\$93,598,438	\$93,598,438

* Includes all departmental revenues except passenger fare revenues.

5/9/94

Fiscal Year 1994-95 Recommendations

Department: Municipal Railway
Program: Transportation

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$132,335,143	\$130,251,195	\$129,333,086

Explanation of Differences:

The Department's request of \$132,335,143 would provide funding for 100% of scheduled service as currently approved by the PUC, implementation of the "proof of payment" program at a net cost of \$112,489 and the addition of Transit Supervisor positions to improve field supervision.

The Budget Analyst's recommendation of \$129,333,086 would provide funding for the same level of scheduled service as previously approved by the Board of Supervisors. Platform operators that are assigned to perform long term special duty are presently paid based on their scheduled transit operator duties which may include overtime premium pay. It should be noted that the Transit Worker's Union Chairpersons and Cable Car starters are guaranteed a minimum of 10 hours daily pay. Eliminating this practice and paying platform operators on long term special duty only for hours actually worked would result in savings of \$171,983. Further, the substitution of administrative positions for certain of these long term special duty operators would result in an additional net savings of \$206,126. Finally, the implementation of a "proof of payment" program which eliminates the need for operators in the second and third cars when multiple LRV's are running on the surface streets would result in net savings of \$540,000. This savings assumes that existing Police Officers presently performing Muni security services would be able to provide adequate supervision of Police Cadets who would issue citations to fare evaders.

All of these recommended reductions which total \$918,109 would require the Municipal Railway to "meet and confer" with the union as all would be changes in existing working conditions. Reducing the hours of TWU Division Chairpersons and Cable Car Starters from a guaranteed 10 hours pay to 8 hours per day for a savings of \$66,200 would further require renegotiation of the existing MOU.

Due to the City's current budget deficit, the Budget Analyst is also not recommending the addition of \$2,083,948 to the municipal Railway budget for new programs which the Public Utilities Commission has submitted to the Mayor as follows:

Fiscal Year 1994-95 Recommendations

Department: Municipal Railway Program: Transportation

Fund the implementation of the Proof of Payment program on a pilot basis using Sheriff's Deputies and Police Cadets.	\$112,489
Increase funding to equal 99.5 % of scheduled service per calculation	1,005,844
Increase funding to equal 100 % of scheduled service per calculation	574,707
Add 7 9139 Transit Supervisor positions to field locations for monitoring, supervising and adjusting service.	<u>390,908</u>
Total for new programs requested by the Department.	\$2,083,948
Total Transportation Program Recommendations	\$3,002,057

**Department: Municipal Railway
Program: Maintenance**

Fiscal Year 1994-95 Recommendations

Recommended 1994-95 Funding Levels:

	<u>Department</u>	<u>Mayor's Office</u>	<u>Budget Analyst</u>
	\$95,523,026	\$91,100,799	\$91,100,799
<i>Explanation of Differences:</i>			
The Department's request of \$95,523,026 would provide funding for the current level of maintenance on Municipal Railway equipment and facilities and for a total of \$4,422,227 for increased maintenance funding.			
Due to the City's current budget deficit, the Budget Analyst is not recommending the addition of \$4,422,227 to the Municipal Railway budget for new programs which the Public Utilities Commission has submitted to the Mayor as follows:			
Sixteen new positions and an increase in transit vehicle parts inventories for improved materials management.			\$3,483,260
Increase of three new positions for maintenance of the LRV fleet and support shop applications for all transit modes.			156,439
Increase of three positions for maintenance of trolley fleet vehicles and wheelchair lifts.			133,599
Four new positions for maintenance of Automated Registering Farebox System which will cease to be under warranty			215,914
Two new positions to provide increased scheduled and unscheduled maintenance of non-revenue vehicles			94,624
One new position for facilities maintenance schedules, planning and administration of the work order system.			51,041
Two new positions to coordinate, monitor and administer the injury and illness prevention program.			83,430
Two new positions to administer programs for the reduction of absenteeism & employee development.			90,358
One new position for graffiti removal and body restoration and repainting.			113,562
Total Maintenance Program Reductions:			\$4,422,227

Fiscal Year 1994-95 Recommendations

Department: Municipal Railway Program: Capital Program

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$1,107,304	\$1,107,304	\$990,761

Explanation of Differences:

Most of the Department's total budget request for Capital Program of \$8,248,926 is funded from recoveries from individual capital projects which are estimated to be \$7,139,239 in fiscal year 1994-95. Therefore only the remaining amount of \$1,107,687 is shown in the Municipal Railway's operating budget. Most of the positions which are included in this budget were previously in the Public Utilities Commission, Utilities Engineering Bureau and are being transferred to this new budget pursuant to Proposition M which created the new Transportation Commission.

The departmental request includes funding for only one new position which had not previously been authorized in either the Municipal Railway or the Public Utilities Commission budget. The Department's request included a new position of AA80 Deputy Director for Capital Projects, Department of Transportation at a proposed annual salary of \$114,762. The Mayor's Office has recommended a maximum annual salary for this position of \$100,120 instead of the requested \$114,762. The proposed new position of AA80 Deputy Director of Capital Projects, Department of Transportation would have the responsibility for the same duties as an existing 1377 Special Assistant XVIII position as well as additional duties for grant administration, engineering management, construction management and planning. In addition to the new position the departmental request includes an existing 1377 Special Assistant XVIII position which has a maximum annual salary of \$103,043 at the top step. Approval of the new AA80 Director of Capital Projects position without deleting the existing 1377 Special Assistant XVIII position would be duplicative. The department has provided justification for the need for the new Deputy Director for Capital Projects. Therefore, the Budget Analyst recommends deletion of the 1377 Special Assistant XVIII position for savings of \$116,543 (\$103,043 in Temporary Salaries and an estimated \$13,650 in mandatory fringe benefits).

Total Capital Program Recommended Reductions:

\$116,543

Department: Municipal Railway
Program: Administration/Finance/Personnel

Fiscal Year 1994-95 Recommendations

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$58,847,095	\$52,472,743	\$51,882,593

Explanation of Differences:

The Department's request of \$58,847,095 would provide funding for positions in the Public Utilities Commission Bureau of Finance and Administration being transferred to the new Department of Transportation, funding of \$478,826 for the new transportation commission, \$634,688 for a mandatory drug testing and \$6,528,035 for other new positions and for new and expanded services.

The Budget Analyst recommends approval of the department's request for \$634,688 for the Implementation of a drug testing program which is required by the federal government to be started not later than January 1, 1995.

The Departmental Request includes funding for the following new positions:

Position No.	Position Title	No. of Positions	Salaries
AA87	Members, Transportation Commission	5	\$6,000
AA85	Administrative Secretary, Transportation Commission	1	63,554
We recommended that the Budget Committee approved the creation of the 5 Member, Transportation Commission positions and the Administrative Secretary, Transportation Commission in a supplemental appropriation during fiscal year 1993-94. Other new positions requested are:			
1450	Executive Secretary I	1	\$41,003
1233	Affirmative Action Spec.	1	43,691
1244	Senior Personnel Analyst	1	58,526
1424	Clerk Typist	1	30,929
1446	Secretary II	1	34,034

The Department has requested the Executive Secretary 1 to provide additional secretarial support for the new Commission and the new personnel positions due to the proposed decentralization of Human Services functions to larger departments. We are not recommending these additional positions as the need for these additional positions has not yet been justified based on any demonstrable increase in workload. The Department has also requested:

1270	Departmental Personnel Officer	1	\$69,424
9193	Deputy GM of Admin, Municipal Railway	1	89,761

The Department's request includes a reclassification of a 9148 Director of Community Affairs, Municipal Railway to a 1276 Departmental Personnel Director. The Mayor is, instead, recommending approval of a 1272 Senior Departmental Personnel Officer position. In addition the department reclassified a 1677 Assistant General Manager for Finance, Bureau of Financial Management, PUC to a AA79 Deputy Director for Administration and Finance, Department of Transportation. We recommend that these two positions be deleted as the new 1272 Senior Departmental Personnel Officer and new AA79 Deputy Director for Administration and Finance positions can perform these functions.

These recommendations for the deletion of 7 positions will result in a reduction \$436,467 (\$367,368 in salaries and \$69,099 in mandatory fringe benefits) in the department's fiscal year 1994-95 budget request.

Due to the City's current budget deficit, the Budget Analyst is also not recommending the addition of \$6,528,035 to the Municipal Railway budget for new programs which the Public Utilities Commission has submitted to the Mayor as follows:

Funding for an increased level of security for Muni vehicles and facilities.	\$5,050,000
Three positions for contract and workorder administration of increased security.	175,547
Personnel Director for increased supervision of personnel management functions.	113,562
Funding for four youth counselors previously funded by a grant from the private sector.	66,378
Four new positions to extend the hours of the Muni's telephone information service.	210,000
Funding for a Public Information Officer, increased advertising and publications.	397,853
Relocation of the Muni's Accessible Services Office.	31,600
Eight new positions to provide improved revenue collection for cable car revenues	113,755
Five positions to improve administration of occupational health and safety programs.	<u>369,340</u>
Total for new programs requested by the Department	\$6,044,940
Total Administration/Finance/Personnel Recommended Reductions	\$6,964,502

5/9/94 10:27

Policy Options for 1994-95

1. Presently the wage rate for Platform operators is set pursuant to Section 8.404 of the City Charter at the average of the highest two bus systems in the United States operated primarily within municipalities having a population of not less than 500,000. It is estimated that amending the Charter to allow changing to the average of bay area transit systems would result in savings of as much as \$1,860,000
2. Presently newly hired transit operators are paid at a training rate and progress in increments up to the full transit operator pay rate over an 18 month period. The median time period for transit operators progression to full transit operator salary in the major transit systems in the United States is 36 months. Savings could be achieved of an estimated \$300,000 in the first year by renegotiating the memorandum of understanding (MOU) to allow a progression to full salary in 36 months instead of the current 18 months.
3. Presently all platform operators who are assigned more than 6 hours of continuous work are required by the MOU to be paid 20 minutes of straight time pay for lunch in lieu of being granted time off for a lunch period. Renegotiating the MOU to eliminate this practice would result in savings of an estimated \$1,300,000 annually.
4. Presently all platform operators are required to be paid 10 minutes of report time and ten minutes of turn in time in addition to the amount of time actually driving the transit vehicle. Renegotiating the MOU to eliminate this practice would result in savings of an estimated \$1,000,000 annually.
5. Presently all platform operators are paid a 6.25% night duty premium for any work commencing between 8 PM and Midnight. Renegotiating the MOU to eliminate this practice would result in savings of an estimated \$800,000 annually.
6. Presently all platform operators are guaranteed a minimum of 8 hours per day and 40 hours per week and regular operators must be scheduled for 5 consecutive days of work. Renegotiating the MOU to eliminate these scheduling restrictions would allow savings in unnecessary overtime pay estimated at \$750,000 annually.

Department: Social Services

Overview

Our zero based budget analysis for the Department of Social Services (DSS) was limited to the General Assistance and Homeless Services Divisions, since these programs are entirely supported by the General Fund. The attached organization charts reflect the current activities and functions of these divisions.

Significant changes in the General Assistance Division include a decrease during 1993-94 of actual GA aid payments below projected levels. It is not known whether this decline in GA caseloads and aid expenditures during 1993-94 will continue in 1994-95. We have estimated 1994-95 aid expenditures at \$51.3 million, or approximately 2 percent less than our current estimate for 1993-94 aid expenditures of \$51.6 million. The specific reasons for the decline of caseloads during 1993-94 cannot be precisely identified.

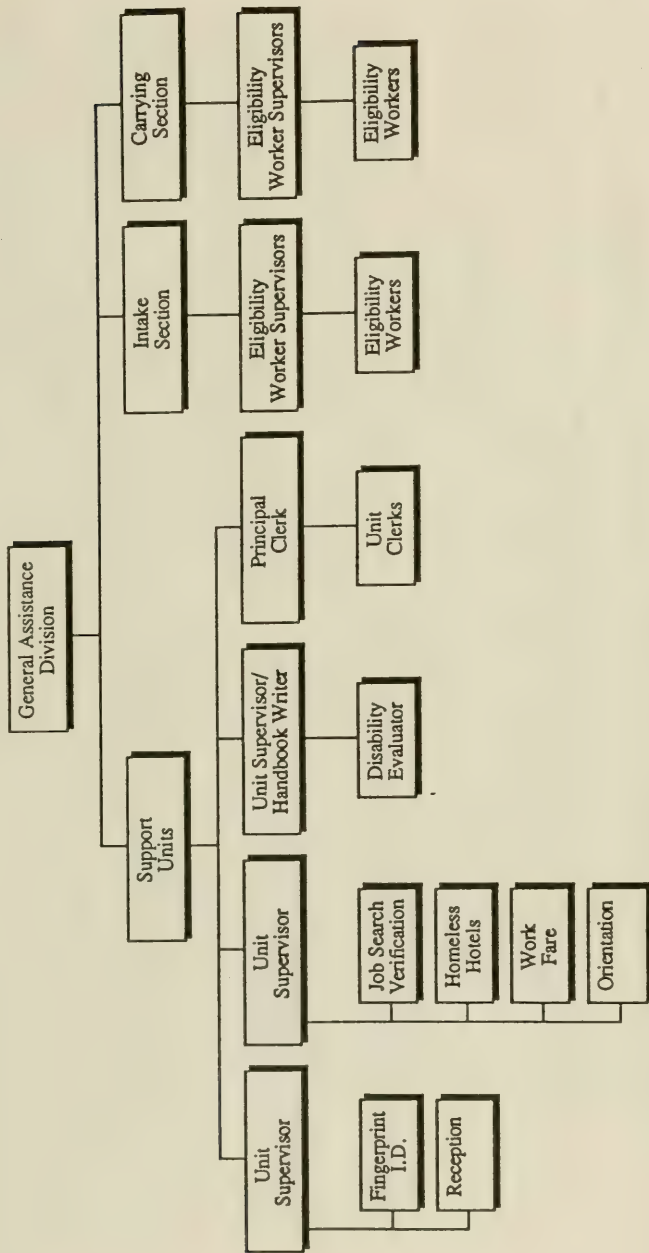
Our zero-based budget analysis also includes estimates of the savings which would be realized if the monthly GA grant were reduced below the current grant amount of \$345 per month for a single individual. The GA grant amount is a policy matter for the Board of Supervisors. DSS proposed budget does not include a scheduled cost of living adjustment (COLA) for GA grant recipients which is scheduled to take effect July 1, 1994. Unless the COLA is suspended by the Board of Supervisors, GA aid expenditures will be under-budgeted by approximately \$1 million. The Budget Analyst's estimate of aid expenditures would increase by \$1 million from \$51.3 million to \$52.3 million if the scheduled COLA is not suspended by the Board of Supervisors.

Significant changes in the Homeless Services Division in 1994-95 include an increase of approximately \$1.3 million for homeless contracts. Proposed new contracts for 1994-95 include funds for a new family shelter, a supportive housing program for GA recipients, and a mandatory direct rent payment program for homeless GA clients, whereby rent payments (estimated at \$280 per month) would be deducted from the GA grants of homeless clients and the remainder (estimated at \$65 per month) provided to the recipient. Approval of the proposed new contracts in the Homeless Services Division is a policy matter for the Board of Supervisors.

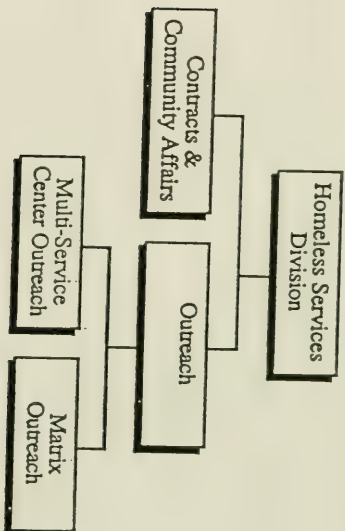
DSS has requested 13 new positions for its GA and Homeless Services Division for 1994-95, including 8 new case workers in the GA Division and two permanent positions for Mairix outreach services which were funded with temporary salaries in 1993-94.

The Governor has submitted a new realignment proposal for the State's social service programs in 1994-95. This proposal could significantly alter funding formulas in many DSS programs and the costs to the General Fund of providing social services. However, complete details of the Governor's realignment proposal are not yet available, and will have a lesser impact on the GA and homeless programs which we have analyzed for this report, since these programs are already fully supported by the General Fund.

Department of Social Services - General Assistance Division



Department of Social
Services - Homeless
Services Division



Department Summary

Department: Social Services (General Assistance and Homeless Services Divisions only)*

Mission Statement:

To provide financial assistance and social services in an effective, respectful, and timely manner to eligible needy persons, in order to meet their basic necessities, maximize self-sufficiency, and stabilize families.

1993-94 Budgets by Program

Mayor's Budget Programs	FTE	1993-94	
		Costs	Revenues Net General Fund
1 GA Administration	163	\$8,020,793	\$0
GA Overhead		\$2,748,257	\$0
GA Aid payments	—	\$52,378,015	\$0
Subtotal	163	\$63,147,065	\$0
2 Homeless Services	8	\$7,712,458	\$0
Homeless Overhead	—	\$226,283	\$0
Subtotal	8	\$7,938,741	\$0
3 All other programs	1124	\$239,499,895	\$216,588,622
TOTAL	1295	\$310,585,701	\$216,588,622

1994-95

		1994-95 Expenditures		1994-95 Revenues		
		Department	Mayor	Budg. Analyst	Department	Mayor
1 GA Admin	176	\$9,066,572	\$9,066,572	\$8,553,080	\$0	\$0
GA Aid payments		\$51,902,728	\$51,902,728	\$51,316,547	\$0	\$0
GA Overhead	—	\$3,066,818	\$3,066,818	\$2,851,809	\$0	\$0
Subtotal	176	\$64,036,118	\$64,036,118	\$62,721,436		
2 Homeless Services	10	\$9,198,970	\$9,198,970	\$9,198,970	\$0	\$0
Homeless Overhead	—	\$134,143	\$134,143	\$134,143	\$0	\$0
Subtotal	10	\$9,333,113	\$9,333,113	\$9,333,113		
3 All other programs	1156	\$244,815,585	\$244,815,585	\$244,815,585	\$223,220,006	\$223,220,006
TOTAL	1342	\$318,184,816	\$318,184,816	\$316,870,134		

* Only these programs were reviewed in this department because they are supported entirely by the General Fund. The department's other program areas are largely subvented by State and Federal funds.

Department: Social Services
Program: General Assistance - Administration

Recommended 1994-95 Funding Levels:

	Department	Mayor's Office	Budget Analyst
General Assistance budgeted costs	\$9,066,572	\$9,066,572	\$8,553,080
Allocated DSS overhead (General Fund savings)	\$3,066,818	\$3,066,818	\$2,851,809

Explanation of Differences:

- Disapprove 10 new positions requested for GA case carrying functions: 8 2905s, 1 2907, and 1 1426. The 1994-95 budgeted cost of these positions is \$475,176. Including the effect on DSS revenues, the estimated cost to the General Fund of adding the proposed new positions would be \$672,561, due to overhead costs associated with these positions estimated at \$197,385.

DSS has requested the 10 new positions because San Francisco's caseloads are higher than other counties. DSS reports the following comparative caseload statistics as of February, 1994:

County	Caseload/worker
San Francisco	249
Alameda	157
Contra Costa	161
San Mateo	51
Santa Clara	160
Marin	40
Sacramento	177
Los Angeles	279
San Diego	230
Solano	225
Orange	144

Source: Department of Social Services

Department: Social Services
Program: General Assistance - Administration

The Budget Analyst notes that DSS has not attempted to quantify the effect of its current caseloads on GA program costs. The Budget Analyst recommends that any potential increase in GA case workers should be based on the results of the General Assistance program's semi-annual quality control evaluation, which DSS is required to conduct under the City's Administrative Code. DSS' last written quality control report for the GA program was issued in April, 1992.

In addition, the Budget Analyst believes that it is inappropriate to add new positions at this time in view of recent decreases in the GA caseload, below the projected levels for 1993-94.

General Assistance aid payments have decreased approximately 5.6 percent since July 1993, compared to DSS' original projected aid payments for 1993-94. The actual caseload in 1993-94 to date is approximately 5.9 percent less than DSS' original 1993-94 caseload projection. If this trend continues, caseloads in 1994-95 will average an estimated 14,082 per month. At an average caseload of 14,082, caseloads per worker would be 235 with existing staff, or 207 if the 8 additional case workers requested by DSS are approved.

It cannot be established whether the decrease in the City's GA caseload during 1993-94 has resulted from new program restrictions approved by the voters in November, 1993 (Proposition V), from other programmatic and/or economic factors, or a combination of all of these factors.

- Request DSS to comply with the Quality Control reporting requirements of the City's Administrative Code in order to assess the performance of the GA Division and the effects of program changes over time. Administrative Code Section 20.59.12 requires semi-annual reports no later than January 31 and July 31 of each year for the first and second six months of the fiscal year, respectively.

- Disapprove the addition of one new 2905 Senior Eligibility Worker who monitors hotel quality, requests inspections, and transfers clients. This was a temporary position in 1993-94 which was added in conjunction with DSS Matrix outreach. The City is not mandated to perform these functions in addition to the Fire Department, DPW and DPH who have responsibility to monitor regulatory compliance. If needed, services could be coordinated by 2 other 2905's who coordinate hotel placements within the GA Division for medically fragile and homeless clients. The 1994-95 budgeted salary and fringe benefit costs of this position are \$38,316. However, including the effect on DSS revenues, this position, if approved, would add new General Fund costs estimated at \$55,940, due to increased overhead costs in the GA program, estimated at \$17,624.

Department: Social Services
Program: General Assistance - Administration

Total Recommended Reductions:	\$513,492
Total General Fund Savings:	\$728,501

(The recommended decrease of \$215,009 in GA allocated overhead will be realized as higher State and Federal revenues in other DSS programs, due to a decrease in the GA share of all DSS program costs.)

Department: Social Services
 Program: General Assistance - Aid payments

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$51,902,728	\$51,902,728	\$51,316,547

Explanation of Differences:

- Reduce General Assistance budgeted aid payments by \$586,181 (from \$51,902,728 to \$51,316,547) based on 1993-94 caseload decline and historical trends.
- Reserve \$1,750,000 (of \$51,316,547) budgeted for GA aid payments pending further analysis of actual 1994-95 caseload trend as of 1/1/95, to determine whether caseload is continuing to decrease, stabilizing, or increasing to previous levels. Request that DSS report on 1/31/95 (as part of its Quality Control performance evaluation) concerning the 1994-95 caseload trend as of 1/1/95.

Total Recommended Reductions: \$586,181
 Total Recommended Reserves: \$1,750,000

Department: Social Services
Program: General Assistance

Policy Options for 1994-95

• The City will expend an estimated \$51.3 million in 1994-95 in General Assistance aid payments to indigent persons. Currently, the monthly grant for a single individual is \$345. The minimum monthly grant which must be provided is \$299, based on the State's monthly AFDC grant for families with one eligible family member. Above this \$299 minimum, the amount of the City's monthly General Assistance grant for indigent persons is a policy matter for the Board of Supervisors.

A DSS survey of other California counties in February, 1994 provides the following comparative data concerning GA cash grant amounts:

County	Cash grant
San Francisco	345
Alameda	300
Contra Costa	300
San Mateo	299
Marin	307
Santa Clara	300
Sacramento	286
Solano	299
Los Angeles	294
San Diego	294
Orange	299
Median:	299

• DSS' proposed 1994-95 budget does not include funds for a scheduled GA grant Cost of Living Adjustment which will take effect July 1, 1994. The estimated cost of this COLA will be \$1 million. Therefore, unless the COLA is suspended by the Board of Supervisors, GA aid payments will be under-budgeted by approximately \$1 million in 1994-95. The COLA is expected to result in a two dollar (\$2.00) increase in the monthly GA grant for single individuals, from the current \$345 to \$347.

Department: Social Services
Program: Homeless Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$9,198,970	\$9,198,970	\$8,886,470

Explanation of Differences:

- Reduce funding for the Direct Rent Payment program (in object 190: non-profit contracts) by \$312,500 from \$750,000 to \$437,500 to reflect an anticipated start-up date of December 1, 1994 at the earliest, as reported by DSS. This \$437,500 would provide funds for the seven-month period December 1, 1994 through June 30, 1995.

- Approval of funds in 1994-95 for the Direct Rent Payment program is a policy matter for the Board of Supervisors. If funds are approved, the \$437,500 expected cost over 7 months should be placed on reserve pending identification of the contractor for this program.

Total Recommended Reductions: \$312,500
Total Recommended Reserves: \$437,500

Department: Social Services Program: Homeless Services

Policy Options for 1994-95

• Approval of the mandatory Direct Rent Payment program for homeless GA recipients is a policy matter for the Board of Supervisors. Under the Direct Rent Payment program, the GA grants for homeless GA clients would be forwarded to fiscal agents who would secure housing and make direct rent payments to landlords, and remit the balance of the grant to the recipient. Rental rates are expected not to exceed \$280 per month. Based on the current maximum monthly GA grant of \$345 for single individuals, deducting a mandatory housing allowance of \$280 would result in a cash grant of \$65 per month being made available to homeless GA clients.

DSS has requested funds for the Direct Rent Program in order to:

- (1) ensure that GA grant monies are used by homeless GA recipients to obtain housing, which is a basic necessity, rather than other consumer goods, which may include drugs or alcohol and therefore contribute to substance abuse;
- (2) discourage an influx of homeless persons to San Francisco, where the GA grant is higher than other counties, by requiring that the grant be used to procure housing, and by thereby reducing the net monthly grant to approximately \$65 from the current level \$345; and,
- (3) identify instances in which GA clients falsely claim to be homeless; DSS states that some false reports of homelessness are being made in order to conceal fraud in the AFDC program, and that the Direct Rent Program could therefore result in lower AFDC expenditures.

A contractor has not been selected for this program. DSS estimates that, of the \$750,000 requested for the Direct Rent Payment program, \$435,000 would be used for fiscal administration and coordination of housing services by the contractor and \$315,000 would be used to provide case management services.

DSS has requested \$750,000 to fund the program in 1994-95, but now reports that implementation is not expected to begin at least until December 1, 1994. Therefore, the Budget Analyst has recommended a reduction of the budgeted amount from \$750,000 to \$437,500 to reflect funding over seven months rather than a full year. If approved by the Board of Supervisors, this \$437,500 should be placed on reserve pending identification of the contractor who will provide the services. At the reduced \$437,500 funding level over 7 months, approximately \$253,750 would be used for fiscal administration, and \$183,750 would be used for case management.

• Approval of 2 new Class 2912 Senior Social Workers to conduct Matrix outreach is a policy matter for the Board of Supervisors. These positions were funded with temporary salaries in 1993-94. The 1994-95 salary and fringe benefit costs for these positions would be \$99,916. Including the effect on DSS revenues, the total General Fund cost to add these positions is estimated at \$141,541. In addition, the cost of hotel rooms at the Mission Hotel would add \$73,000 in new costs in 1994-95. The total General Fund cost in 1994-95 to add the proposed new positions and to fund the Mission Hotel rooms is \$214,541.

- The addition of the following new services in 1994-95, which were not funded in 1993-94, is a policy matter for the Board of Supervisors:

St. Paulus Family Place: \$150,000 to provide shelter, case management, and housing assistance to 40 families

Community House: \$25,000 to provide transitional housing and support services to GA recipients.

Season of Sharing: \$8,000 for staff support to coordinate Season of Sharing grants

Department: Sheriff

Overview

The Sheriff's Department is facing a major expansion in 1994-95 with the planned opening of the new jail at the Hall of Justice. This is on top of extensive growth over the past few years with the opening of a new facility in San Bruno. Besides the new facilities, the Department has been renting space from Alameda County to send prisoners when San Francisco's own facilities are too crowded.

The jail population on March 21, 1994 was 2,083. The State Board of Corrections capacity for the jails in San Francisco is 1,749. The Sheriff's own rated capacity is 2,030. the 2,083 does not count 251 prisoners housed in Alameda County.

The Sheriff's Department is operating under a consent decree which limits the population and mandates a certain staffing level at Jail #1 (the 6th floor of the Hall of Justice). In addition, a recent lawsuit settlement mandates that certain posits be filled at the Jail #3 in San Bruno.

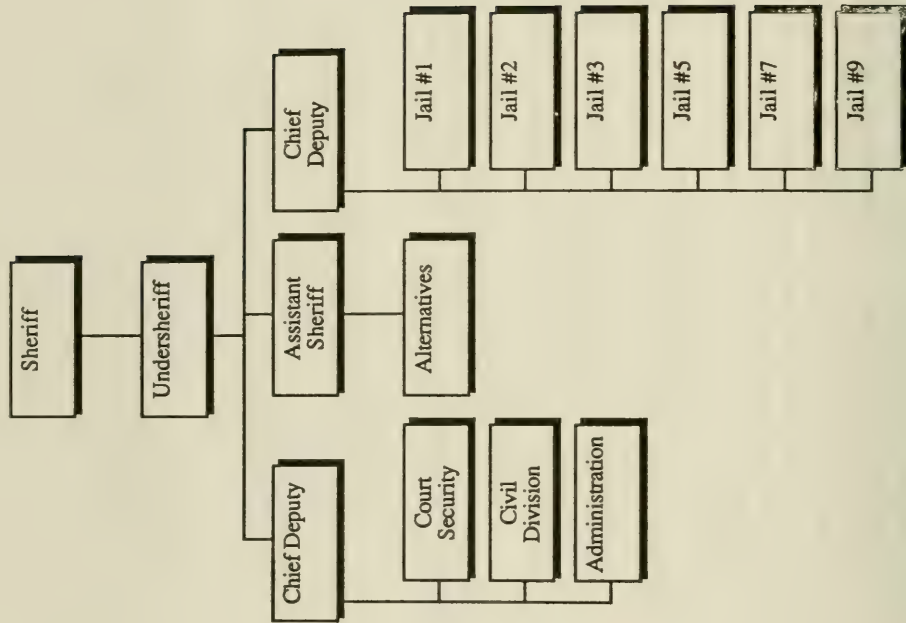
To accomodate the burgeoning prisoner population, the Department is attempting to expand its alternative programs including residential treatment, electronic monitoring, and others. In addition, in existing jails, the Department has been expanding its programs in an attempt to keep the prisoners busy and to reduce the incidence of violence in the jails.

Jail #7 (the newer jail in San Bruno) is a "direct supervision" jail which means that deputies supervise the prisoners in open modules, as compared to more traditional linear-style cell blocks. The Department has found direct supervision to be effective and will be further implementing that approach at the new jail at the Hall of Justice, scheduled to open in January, 1995.

The Department's 1994-94 budget was approximately \$56 million and there were approximately 588 employees. For 1994-95, is the Department is requesting approximately \$60 million and close to 700 employees.

The Department has not civilianized many of its administrative and clerical positions. As a result, costs are higher than may be necessary for a number of positions in the department due to higher retirement costs for deputy sheriffs. In some counties, a correction officer classification, paid at a lower rate than deputy sheriffs, has been created to work in the jails. As an alternative to these cost-saving options, the Sheriff is considering creation of a Recruit classification that would be paid at a lower wage than a deputy but would be eligible for promotion to deputy after 18 months. We support this concept or the alternative of creating a Sheriff's Technician classification to perform some of the administrative and clerical jobs in the department. Our recommendations include a number of suggestions for jobs where a Recruit or Technician would be appropriate.

Sheriff's Department



Department Summary

Department: SHERIFF

Mission Statement:

- Maintain and operate a safe and secure jail system
- Provide security for the Superior and Municipal Courts
- Provide execution and service of civil court orders, processes, and notices
- Develop and maintain alternatives to incarceration

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	FTE	Costs	Revenues	Net General Fund
Custody	419	\$44,593,093	\$2,511,710	\$42,081,383
Court Security/Civil	86	\$5,747,049		\$5,747,049
Administration	48	\$3,674,031		\$3,674,031
Subtotal	553	\$54,014,173	\$2,511,710	\$51,502,463
Capital Improvements		\$304,588		
TOTAL	553	\$54,318,761	\$2,511,710	\$51,502,463

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budge. Analyst	Department	Mayor	Budge. Analyst
Custody	\$49,259,767	\$46,763,790	\$45,073,115	\$2,671,976	\$2,671,976	\$2,747,896
Court Security/Civil	5,905,409	5,490,160	5,648,520			
Administration	3,834,800	3,368,700	3,247,271			
TOTAL	\$58,999,976		\$53,968,906	\$2,671,976	\$2,671,976	\$2,747,896

5/9/94

Department: Sheriff
Program: Administration

Recommended 1994-95 Funding Levels:

<u>Department</u>	<u>Mayor's Office</u>	<u>Budget Analyst</u>
\$3,834,800	\$3,368,700	\$3,247,274

Explanation of Differences:

Out of 48 positions in this program, 20 are sworn officers performing administrative functions. Though Sergeants are defined as supervisory positions, most in this program area have limited supervisory duties. Sergeant to Deputy ratio in Administration is 1: 2 as compared to department-wide average of 1:9. In addition, there are less costly civil service classifications that could perform many of these administrative functions.

Budget Analyst recommends civilianizing a number of administrative functions and consolidating a number of the smaller administrative sub-programs, as follows.

Consolidation of Functions

Recommended consolidations:

Background/Personnel/Training: Replace 1 Sergeant with Deputy at a savings of \$13,405.

Fiscal/Payroll/Purchasing/Research & Development: Replace 1 Sergeant with Deputy at a savings of \$13,405.

Civilianization

Public Information Office: Convert 1 Sergeant to civil service Public Information Officer classification for an annual savings of \$21,236.

Capital Improvements: Convert 1 Lieutenant to a civil service Sr. Administrative Assistant for an annual savings of \$15,691. This assumes that necessary capital projects oversight is being performed adequately by the Department of Public Works whose services are paid for by the Sheriff's Department.

Research and Development: Convert 1 Sergeant to a civil service Management Information Specialist, 1 Sr. Deputy to a civil service Management Assistant and 1 Deputy to a civil service Management Information Systems Technician II for an annual savings of \$52,716.

FY 1994-95 Recommendations

Personnel: Convert 1 Senior Deputy and 1 Deputy to Personnel Technicians at an annual savings of \$32,969.

Purchasing: Civilianize 2 Deputies to Purchasers at a savings of \$11,234.

Fiscal Services: Civilianize 1 Deputy (formerly a Sergeant before consolidations recommended above) to a Senior Management Assistant at an annual cost of approximately \$279.

To provide sufficient time for reclassification analyses by the Human Resources department and for hiring of new civilians, the savings for 1994-95 are estimated for 6 months only, which amounts to \$50,299. Annualized, civilianization would save \$100,598.

Recommend reduction in staffing in Research & Development function of one Deputy based on ability of department to decentralize portions of this function. Annual savings = \$60,713.

Recommend reduction in Capital Improvements staff by deleting one Deputy position at \$60,713 in recognition of diminished workload due to opening of new jail.

Recommend deletion of requested new Trial Attorney position, which would be the third attorney in the department. The request is a substitution for an existing Senior Deputy. Approximate annual savings if request not approved = \$72,509.

Department-wide mandatory fringe benefits overbudgeted by including FICA-Medicare for all employees rather than just those hired after 1986. Reduce budget in this area by \$300,000.

Total Administration program recommendations: \$587,529.

Fiscal Year 1994-95 Recommendations

Department: Sheriff
Program: Court Security/Civil

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$5,747,049	\$5,490,160	\$5,490,160

Explanation of Differences:

26 City Hall courtrooms now staffed by 14 Senior Deputies and 1 Deputy. All courtrooms are for civil proceedings where prisoners are not present. 2 courtrooms at Calif Hall are staffed by 3 Senior Deputies. City Hall courtroom coverage is now accomplished through some "pooling" of deputies who rove between courtrooms. Budget Analyst recommends increase in number of positions at City Hall from 15 to 18 but replacement of 12 Senior Deputies with 11 Deputies and 5 Sheriff's Recruits/Technicians. The number of "lead worker" Senior Deputies not justified; job could be done by Deputies and Recruit/Technicians. Annual savings = \$54,411

The three Senior Deputies at Calif Hall should be replaced by 2 Deputies and 1 Recruit/Technician to operate the metal detector. for an annual savings of \$49,435.

Five Youth Guidance Center courtrooms & 1 metal detector now staffed by 5 Senior Deputies and 2 Deputies. Budget Analyst recommends 1 Senior Deputy, 5 Deputies, & 1 Recruit/Technician for an estimated annual savings of \$68,713.

20 Hall of Justice courtrooms covered by 13 Senior Deputies & 20 Deputies. 7 courtrooms have 2 deputies each; one for prisoner movement; 1 for courtroom presence. Master calendar courtroom has 4 deputies. Budget Analyst recommends conversion of 9 Senior Deputies to Deputies for a ratio of Senior Deputies to Deputies of 1:7 and annual savings of \$84,330.

5/9/94 Total Court Security savings = \$256,889

Recommendations

Department: Sheriff
Program: Alternatives to Custody

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$5,205,742	\$5,205,742	\$4,963,659

Explanation of Differences:

Recommend reduction in number of levels of management in department from current five to four through deletion of Assistant Sheriff level. San Francisco has more layers of management (defined as Sheriff through Captain) than the other largest Bay Area counties (Alameda has 4; Santa Clara & Contra Costa have three each) and more than many other large counties in the state. The Assistant Sheriff is the third in command and oversees the alternatives programs. The Alternatives program is relatively small compared to the other units of the department (Custody, Court Security/Civil, and Administration), amounting to approximately 10 percent of the budget. The remaining 90 percent is overseen by two lower-ranked Chief Deputies. The Alternatives program could be integrated into the Custody program area, overseen by the Chief Deputy for an annual savings of \$110,683. The Assistant Sheriff is a Charter-allowed position.

The 1994-95 budget includes approximately \$1.5 million for residential treatment programs for inmates. Of that, \$131,400 is allocated to Third Baptist program which should be deleted as a contract is not in place for this program.

Total Annual Savings = \$242,083

5/9/94

Recommendations

Department: Sheriff
Program: Custody Administration

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$3,525,795	\$3,525,795	\$2,541,384

Explanation of Differences:

Consolidation of the Alternatives Program with Custody is recommended in our discussion of the Alternatives Program. The recommendation would place Alternatives under the direction of the Chief Deputy for Custody and would delete the Assistant Sheriff layer of management. As an alternative, the Chief Deputy for Custody position could be deleted and the responsibilities of that position subsumed under the Assistant Sheriff, which is a Charter-allowed position. Elimination of this position would reduce departmental costs by approximately \$104,985 per year.

The Sheriff's requested budget includes \$4,565,257 for meals at the existing and new jails. This assumes 11,412 meals per day or an average daily population served of 3,804. A more realistic average is 2,500 average daily inmate population plus 222 inmates for the new jail (half-year only); 272 existing jail staff, and 53 new jail staff (half year only) for an average daily population of 3,047 or 9,141 meals per day. This equates to a total cost of \$3,656,766, or \$908,491 less than requested in the 1994-95 budget.

Revenues

The department's cost per prisoner per day is estimated to be \$72. Federal and State prisoners housed at the City and County's jails pay a negotiated rate of \$59 per prisoner per day. Increasing these rates to \$72 would increase revenues for Federal prisoners by \$75,920 per year. The State reportedly will not pay more than \$59 per day. If this rate can be renegotiated to \$72, the increase in revenues for boarding State prisoners would be \$47,450 per year.

5/9/94

Recommendations

Department: Sheriff
Program: Custody: County Jail #1

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$8,352,146	\$7,950,194	\$7,865,825

Explanation of Differences:

Budget Analyst recommends conversion of the following posts at this jail to a new Sheriff's Recruit/Tech. classification. The posts recommended are not primarily responsible for the supervision of inmate housing units. Posts comparable to these are civilianized in other California counties.

Booking posts: 5 positions converted to Recruit/Tech. status; annual savings of \$125,610. This would leave one Deputy Sheriff at all shifts for security.

Records desk: 1 position at an annual savings of \$25,122

Trusty supervisors: 5 positions at an annual savings of \$125,610

Clothing Exchange Supervisor: 1 position at an annual savings of \$25,122

Re-booking, property management, and mail screening: 4 positions at an annual savings of \$100,488.

Budget Analyst recommends fully contracting out for food services. Currently, food services are provided by a combination of contractor and civil service personnel. Estimated savings would be approximately \$7,000 for this facility (out of \$23,600 department-wide). In addition, \$34,000 can be deleted from temporary salaries now used to cover on-call Chefs. Reduce temporary salaries by \$34,118 for .8 on-call civil service Chef.

Recommend consolidating the midnight watch commander posts between the 6th and 7th floor jails. This midnight to 8 a.m. shift is the quietest since most inmates are asleep and the likelihood of needing the watch commander to take control of the facility is reduced. Annual savings of \$43,369 (half a Lieutenant's salary).

Total Jail #1 Savings = \$486,321

Recommendations

Department: Sheriff
Program: Custody: County Jail #2

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$7,304,993	\$6,953,285	\$6,902,916

Explanation of Differences:

Budget Analyst recommends conversion of the following posts at this jail to the new Recruit/Tech. classification. These are posts that are not primarily responsible for supervision of inmate housing units. Conversion of comparable posts have been civilianized in other California counties.

Front office posts; 5 positions converted to Sheriff's Recruit/Tech.; annual savings of \$125,610. This would leave 6 Deputy positions at this post for 24 hour a day security.

Money deputy; 1 position converted to Recruit/Tech. at an annual savings of \$25,122

Processing; 5 positions converted to Recruit/Tech. at an annual savings of \$125,610

Kitchen/laundry Supervisor; 3 positions at an annual savings of \$75,366

Budget Analyst recommends fully contracting out for food services. Currently, food services are provided by a combination of contractor and civil service personnel. Estimated savings would be approximately \$7,000 for this facility (out of \$23,600 department-wide).

Recommend consolidating the midnight watch commander posts between the 6th and 7th floor jails. This midnight to 8 a.m. shift is the quietest since most inmates are asleep and the likelihood of needing the watch commander to take control of the facility is reduced. Annual savings of \$43,369 (half a Lieutenant's salary).

Total Jail #2 Savings = \$402,077

Recommendations

Department: Sheriff
Program: Custody: County Jail #3

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$10,379,692	\$9,952,618	\$9,595,424

Explanation of Differences:

Recommend elimination of Assignment Office post (Post #9). The functions of this post - keeping track of inmates' housing and movement - can be performed by supervisors and front office staff, as is the case in other jail facilities. Estimated annual savings = \$309,025

Budget Analyst recommends converting the following posts at this jail to new Recruit/Tech. positions. These posts are not limited contact with inmates and are not primarily responsible for the supervision of inmate housing units. Comparable posts have been civilianized in other California counties.

Front office posts: 5 positions converted to Recruit/Tech. status; annual savings of \$125,610. This leaves a full-time deputy at the front desk for security.

Money deputy: 1 position at an annual savings of \$25,122

First Floor Supervision: 1 position at an annual savings of \$25,122

Kitchen/laundry Supervisors: 5 positions at an annual savings of \$125,610.

Assignment Office: 5 positions at an annual savings of \$125,610. (if above recommendation to consolidate this function with front office is not taken).

Budget Analyst recommends fully contracting out for food services. Currently, food services are provided by a combination of contractor and 3 civil service personnel. Estimated savings would be approximately \$4,800 for this facility (out of \$23,600 department-wide).

Recommend consolidating the midnight watch commander posts between the two San Bruno jails. The midnight to 8 a.m. shift is the quietest since most inmates are asleep and the likelihood of needing the watch commander to take control of both facilities is greatly reduced. Annual savings of \$43,369 (half a Lieutenant's salary).

Total Jail #3 Savings = \$784,268

FY 1994-95 Recommendations

Department: Sheriff.
 Program: Custody Jail #5: General Hospital Ward

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$1,283,500	\$1,157,890	\$1,157,890

Explanation of Differences:

Budget Analyst recommends conversion of the following posts to Sheriff's Recruits/Techs at this facility.

Control room: 5 deputy positions assigned to this function should be converted to Recruit/Tech.1 status. These positions cannot leave the control room and therefore have no contact with inmates. Comparable posts have been civilianized in other California counties. Annual savings = \$125,610

Total General Hospital Ward Annual Savings = \$125,610

5/9/94

Recommendations

Department: Sheriff
Program: Custody: County Jail #7

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$5,742,031	\$5,660,336	\$5,612,167

Explanation of Differences:

Budget Analyst recommends conversion of the following posts to Sheriff's Recruits/Techs at this jail. These posts are not primarily responsible for the supervision of inmate housing units. Comparable posts have been civilianized in other California counties.

Control room; 5 positions converted to Recruit/Tech. status; annual savings of \$81,695. These posts do not have direct inmate contact and have been successfully civilianized in other jurisdictions.

Budget Analyst recommends fully contracting out for food services. Currently, food services are provided by a combination of contractor and 3 civil service personnel. Estimated savings would be approximately \$4,800 for this facility (out of \$23,600 department-wide).

Recommend consolidating the midnight watch commander posts between the two San Bruno jails. The midnight to 8 a.m. shift is the quietest since most inmates are asleep and the likelihood of needing the watch commander to take control of both facilities is greatly reduced. Annual savings of \$43,369 (half a Lieutenant's salary).

Total Jail #1 Savings = \$129,864

5/9/94

Recommendations

Department: Sheriff
Program: New Jail

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$7,465,868	\$6,357,930	\$6,357,930

Explanation of Differences:

Budget Analyst recommends reductions in sworn staffing requested for new jail, based on previous recommendations pertaining to hiring Recruits/Techs to staff administrative and clerical posts at existing jails and for civilianizing sworn posts in the Administration program.

53 of the 85 requested new Deputy Sheriffs are not necessary as they can be replaced by existing Deputies who will be replaced by new Recruits/Techs. Reductions in salaries and fringes = \$646,000 (\$3,217,789 in current salaries and fringe benefits less \$2,571,189 in requested new salaries and benefits). Of the remaining 32 requested new Deputy positions, 21 could be converted to Recruits or Techs for the following posts: money; central control booths, and food/laundry. The difference in salaries and benefits would be \$223,797 (based on average salary and benefits for new Deputy of 47,340 and for Recruits/Techs of \$36,683).

Similarly, 4 of 7 new Sergeants requested could be replaced by existing staff for annual savings of \$130,788. 3 of 4 new Lieutenants requested could also be replaced by existing staff at an annual savings of \$107,353.

Total recommended reductions for new jail = \$1,107,938

Department:

Department of Public Health

Overview

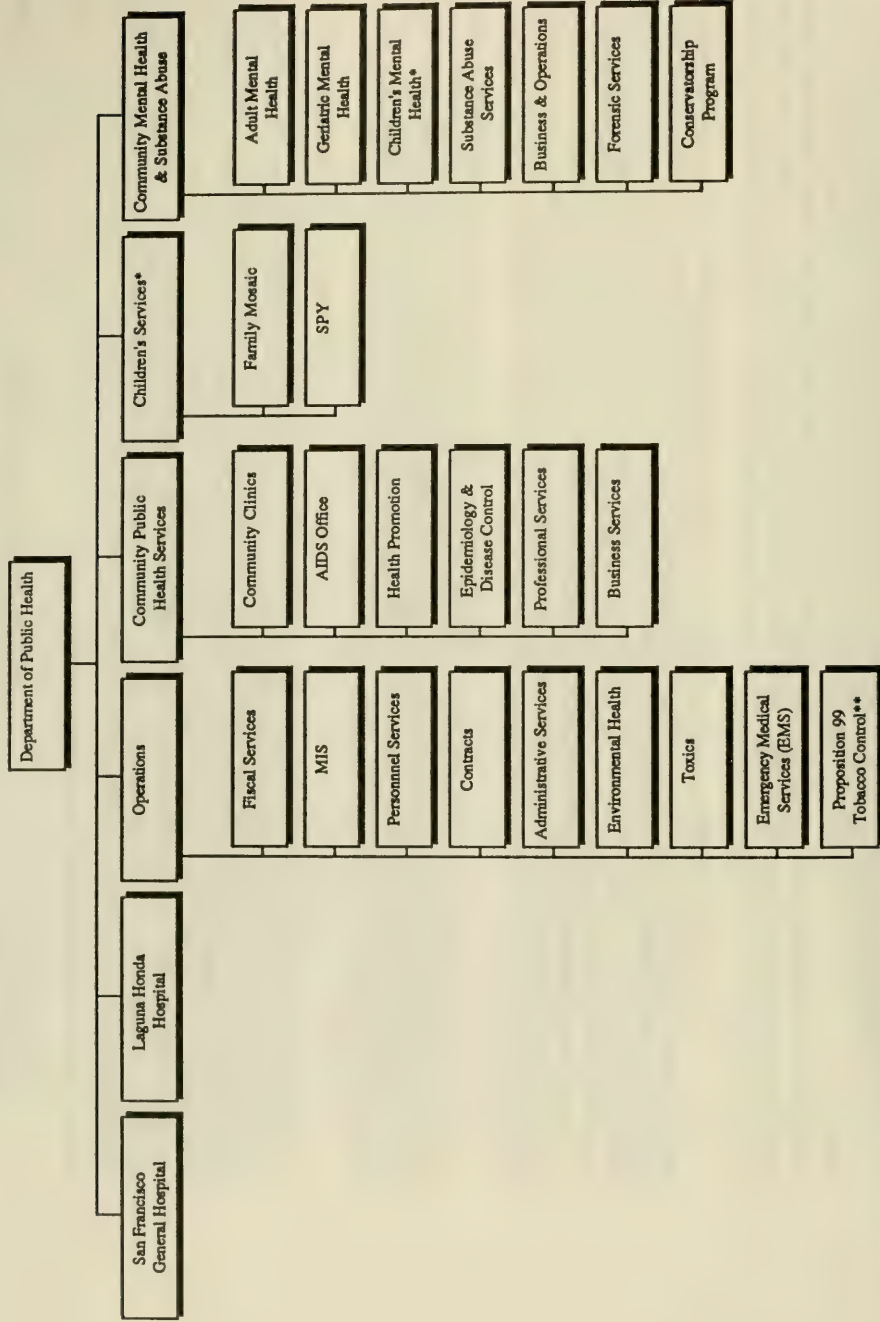
Beginning March 30, 1995, the Department of Public Health will implement a managed care system of delivering health services. Managed care is the general term for what Health Maintenance Organizations (HMO) provide: coordinated health care services that emphasize prevention. One of the primary goals of managed care is to increase utilization of primary care community services in an effort to reduce unnecessary use of costly emergency rooms for ambulatory care and eliminate preventable hospitalizations. The State plans to contract with the counties for managed care on a capitated basis, at a set dollar amount per client, per month. Capitation is a strong incentive to provide the most cost-effective services available. A capitated payment plan puts DPH at increased risk because it will agree to accept responsibility for providing services in exchange for a set payment, regardless of the amount of services that may be used by its clients.

In order to provide cost effective health care services under the State's managed care system, the DPH is re-evaluating its administrative and operating functions with the goal of streamlining processes, reducing duplication and creating a horizontally integrated delivery system for services and operations. DPH's FY 1994-95 budget includes reductions of \$5.54 million that are associated with reorganizing the Department's administrative structure and processes. None of this \$5.54 million will impact direct services.

The Department has established several working groups consisting of DPH employees who have been charged with analyzing and recommending changes in organizational structure and service delivery processes. The Department has assigned a working group for nearly every area of its operations. Each working group will make recommendations to achieve specific budget reductions to be implemented in FY 1994-95. For example, there is a working group dedicated to integrating primary care services that are currently being provided by San Francisco General Hospital and the Community Health Services Division. This Primary Care Work Group is required to make recommendations for administrative reductions totalling \$600,000 for FY 1994-95. Throughout this report, we note where the Department plans to integrate functions and the associated FY 1994-95 budget reductions.

In short, the State's managed care plan has forced DPH to re-evaluate its service delivery system to find areas where costs can be reduced or contained. The Budget Analyst commends DPH for its self-initiated efforts to reduce its costs without impacting direct services. The Budget Analyst encourages all of the City's departments to engage its employees in a similar exercise.

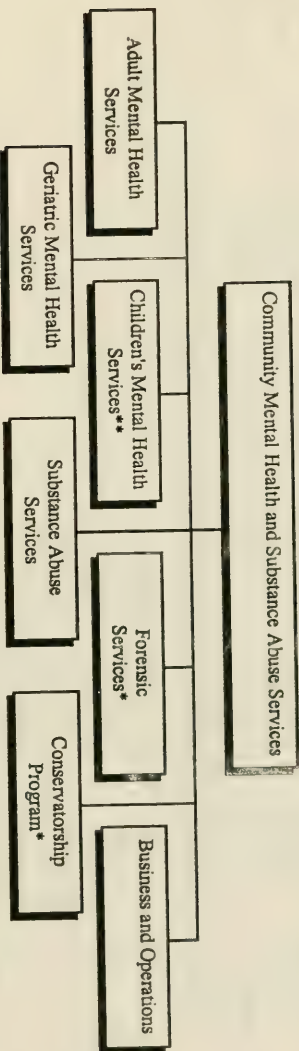
San Francisco Department of Public Health



Notes: * Because of the Proposition J baseline funding requirements, the Children's Programs were not included in the Zero Base Budget review.

** Proposition 99 is entirely funded with non-General Fund monies and was also not included in the Zero Base Budget Review.

Community Mental Health and Substance Abuse Services



* Note: Forensic Services and the Conservatorship Program are in the Community Mental Health and Substance Abuse Services budget, but are currently being managed under DPH's Operations Division. However, DPH is planning to integrate the Conservatorship Program with Mental Health's Placement Program in FY 1994-95.

** Because of the Proposition 13 baseline funding requirements, the Children's Programs were not included in the Zero Base Budget review.

Department Summary

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services

Mission Statement:

Provide effective services that are community based, culturally competent, consumer-guided and meet the mental health, substance abuse and forensic health needs of San Francisco. This mission is accomplished in collaboration with other public service agencies, community-based organizations, private organizations and advisory groups.

1993-94 Budgets by Program

Programs	1993-94		
	FTE	Costs	Revenues Net General Fund
Adult Mental Health	198	\$56,340,287	\$30,373,918
Geriatric Mental Health	22	8,115,428	4,148,992
Substance Abuse Services	55	24,112,376	19,714,792
Business & Operations	86	10,436,297	7,532,117
Children's Services	73	10,135,048	5,463,961
Family Mosaic Project	10	4,220,711	4,220,711
Forensic Services	147.5	13,539,003	658,610
Office of Conservatorship	14	741,086	404,010
Subtotal	605.5	127,640,236	72,517,111
Capital Improvements		\$484,301	\$275,149
TOTAL	605.5	\$128,124,537	\$72,792,260

Department Summary

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Adult Mental Health	\$54,715,439	\$54,715,439	\$53,506,012	\$25,011,028	\$25,011,028	\$25,011,028
Geriatric Mental Health	7,832,610	7,832,610	7,561,393	3,737,058	3,737,058	3,737,058
Substance Abuse Services	26,012,351	26,012,351	25,741,134	20,343,220	20,343,220	20,343,220
Business & Operations	6,634,676	6,634,676	6,634,676	1,821,097	1,821,097	1,821,097
Children's Services	13,956,759	13,956,759	13,956,759	11,299,818	11,299,818	11,299,818
Family Mosaic Project	4,220,711	4,220,711	4,220,711	4,220,711	4,220,711	4,220,711
Forensic Services	13,741,850	13,741,850	13,741,850	823,262	823,262	823,262
Office of Conservatorship	600,240	600,240	600,240	178,314	178,314	178,314
TOTAL	\$127,714,636	\$127,714,636	\$125,962,775	\$67,434,508	\$63,213,797	\$63,213,797

Fiscal Year 1994-95 Recommendations

Department: Department of Public Health
 Division: Community Mental Health and Substance Abuse Services
 Program: Community Mental Health Adult Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$54,715,439	\$54,715,439	\$53,506,012

Recommended 1994-95 General Fund Levels:

Department	Mayor's Office	Budget Analyst
\$25,011,028	\$25,011,028	\$24,465,697

Comments:

1. Adult Mental Health Services are primarily provided by community based organizations. However, the Division has 13 City operated adult mental health outpatient programs with 182 City employees providing direct services at an annual cost of \$13,987,431 of which \$6,324,355 is General Fund monies. The Department reports that the City operated outpatient programs provide gatekeeping services to the other City operated and contractual adult mental health programs. In addition, the 13 City operated adult mental health outpatient programs provide clinical services to the more severely mentally ill clients than the clients served by the community based organizations. The Department advises that the staff at the City operated outpatient clinics have considerably more expertise and experience than the staff at the community based organizations. For these reasons, it is difficult to estimate the exact savings associated with contracting out these services without issuing a Request for Proposal (RFP). However, because the salaries of contract employees are less than those of City employees, the Budget Analyst estimates a possible savings of 10 percent by contracting those services out to community based organizations, or approximately \$1,209,427 annually. Of that, the Department would be able to reduce approximately \$545,331 annually in General Fund support. In addition the Department only reimburses its contractors for units of services provided. By contrast, City employees receive a salary regardless of the units of service provided. Thus, the City could achieve savings by contracting out adult mental health outpatient services and ensure that the City only pays for units of mental health service provided without reducing the level of service. The Budget Analyst recommends that the Department contract out City operated adult mental health outpatient programs. However, the Department advises that there could be liability issues involved if all of Mental Health's outpatient services were contracted out. These possible liability issues should be addressed before deciding to contract out these services.

2. DPH is proposing to eliminate the Offender Programs at the Center for Special Problems which would result in a savings of \$800,000. Specifically, the Department is proposing to eliminate 9.5 FTE positions, one of which is vacant, and reduce operating expenses. Offender services are psychiatric treatment and case management services provided to assaultive and violent mentally ill offenders who are Court ordered to receive treatment and to adults who sexually abuse children. While Offender services are provided as a result of a Court order as a condition of parole or as an alternative to incarceration, the Department believes that these crime-related services are above and beyond its core service requirements as well as its financial capability. According to the Mental Health Division, there is no other organization in the City that provides Offender Programs. Thus, if the Department eliminates the Offender Programs there is no immediate alternative program to which the Court can send mentally ill offenders.

Fiscal Year 1994-95 Recommendations

3. DPH is also proposing to reduce a total of 11 beds at Napa State Hospital (from 97 to 87 beds) for an approximate annual savings of \$1 million. Of that, Adult Services will reduce approximately seven beds at approximate annual savings of \$670,000. Four of the 10 beds are already vacant. The Department intends to transition the remaining seven patients to community programs. Reducing beds at Napa State Hospital is consistent with the Department's program priorities. As previously described, the Department ranks acute care last after outpatient and residential treatment services. Hospitalizing a mentally ill client in Napa State Hospital is an expensive form of treatment available to the Department. To reduce its costs, the Department has placed more of its resources into community based programs that help stabilize mentally ill clients in the community at a much lower cost than to place clients in acute and institutional care.

4. Administrative responsibilities of Physicians will be reduced which will save the Department \$100,000 annually.

5. As part of the Department's reorganization, the Conservator's Office, which is currently administered by the Community Public Health Division, will be integrated with the Mental Health Services' Placement Office. The objective is to streamline case management and placement of conserved clients into and from the State Hospital and other mental health programs. Bringing the Conservator's Office into the Mental Health Division allows the Department to bill MediCal and SB 910 revenues for some of the Conservator's Office's functions. The Department has included \$300,000 in new revenues which would be achieved as a result of this consolidation. According to the Department, there will not be any staffing reductions resulting from this organizational consolidation because all of the supervisory and administrative staff in both programs provide direct client services.

Total Recommended General Fund Reductions in Mental Health Adult Services: \$545,331

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Community Mental Health Adult Services

Policy Options for 1994-95

Reduce General Fund Overmatch by Up To \$16.1 Million

In order to receive State funding such as Realignment monies and Short-Doyle MediCal match, the City must maintain a Minimum Level of Effort (MOE). Maintaining a MOE means the City is required to spend a certain amount of General Fund monies on mental health programs to receive State funding. Excluding Children's Services, the City is required to spend approximately \$12.3 million in General Fund monies on mental health programs to receive approximately \$70 million in State funding. Historically, the City has provided overmatch funds for mental health services in order to augment the State's funding. In FY 1993-94 the City included \$28.4 million in General Fund monies to fund mental health programs, or approximately \$16.1 million more than what the State requires. Because the City is not required to provide an overmatch for mental health services, the City could reduce funding for mental health services for adult and geriatric mental health services by up to \$16.1 million.

Fiscal Year 1994-95 Recommendations

Department: Department of Public Health
 Division: Community Mental Health and Substance Abuse Services
 Program: Geriatric Mental Health Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$7,832,610	\$7,832,610	\$7,561,393

Recommended 1994-95 General Fund Level:

Department	Mayor's Office	Budget Analyst
\$3,737,058	\$3,737,058	\$3,639,616

Comment:

Contract out Geriatric Mental Health Services to Non-profit Organizations for a General Fund Savings of \$97,442. Geriatric Mental Health Services has two outpatient programs that are directly managed by the Department. These three programs are staffed with 20 City employees at an annual cost of \$2,712,168, of which \$974,417 is funded through the General Fund. The Department reports that the City operated outpatient programs provide gatekeeping services to the other City operated and contractual geriatric mental health programs. In addition, the City operated geriatric mental health outpatient programs provide clinical services to the more severely mentally ill clients than the clients served by the community based organizations. For these reasons, it is difficult to estimate the exact savings associated with contracting out these services without issuing a Request for Proposal (RFP). However, because the salaries of contract employees are less than those of City employees, the Budget Analyst assumes a possible savings of 10 percent by contracting those services out to community based organizations, or approximately \$271,217 annually. Or that, the Department would be able to reduce approximately \$97,442 annually in General Fund support. In addition the Department only reimburses its contractors for units of services provided. By contrast, City employees receive a salary regardless of the units of service provided. Thus, the City could achieve savings by contracting out geriatric mental health outpatient services and ensure that the City only pays for units of mental health service provided without reducing the level of service. The Budget Analyst recommends that the Department contract out City operated geriatric mental health outpatient programs.

Fiscal Year 1994-95 Recommendations

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Business and Operations

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$6,634,676	\$6,634,676	\$6,634,676

Recommended 1994-95 General Fund Level:

Department	Mayor's Office	Budget Analyst
\$1,821,097	\$1,821,097	\$1,821,097

Comment:

The Business and Operations Division is reorganizing to better integrate the Mental Health and Substance Abuse administrative services. The Department has included \$150,000 in its FY 1994-95 budget in reduced General Fund support which will be achieved through increased billings of management functions which are now reimbursable under Medi-Cal.

Fiscal Year 1994-95 Recommendations

Department: Department of Public Health Division: Community Mental Health and Substance Abuse Services Program: Forensics

Recommended 1994-95 Funding Levels (All General Fund Supported):

Department	Mayor's Office	Budget Analyst
\$13,558,755	\$13,558,755	\$13,558,755

Comments:

1. In FY 1993-94, the Department decided to fund all of Forensic Services with General Fund monies, instead of using both General Fund and State Realignment funds. The Department's decision does not impact the total General Fund allocation to the Department of Public Health. The State Realignment funding of \$2,702,836 that otherwise would have funded Forensic Services in FY 1994-95, will be transferred to other Department of Public Health Programs and an equivalent amount of General Fund monies will be transferred from the other Department of Public Health Programs to Forensic Services. According to Ms. Monique Zmuda of the Community Mental Health Division, funding Forensic Services entirely with General Fund monies reflects the State mandate that counties are solely responsible for providing medical services in the county jails. Thus, Ms. Zmuda advises, the City's General Fund should fund all of Forensic Services.

2. Forensic Nurses currently work four 10-hour shifts instead of five 8-hour shifts. While there were clinical and recruitment reasons for creating these ten hour shifts, they have caused overlaps in nursing shifts which the Department estimates creates inefficiencies that cost the Department approximately \$686,168 annually. The Department estimates that approximately 14 nursing positions could be eliminated if the MOU were renegotiated to allow nurses to work 8 hour shifts instead of 10 hour shifts. In fact, the Department included these savings in its FY 1993-94 budget and has included these savings in its FY 1994-95 budget. Because the City was unable to negotiate the 8-hour nursing shifts for FY 1993-94, the Mental Health Division has absorbed the \$686,168 shortfall with surplus funds. The Mental Health Division cannot provide a similar subsidy in FY 1994-95. Thus, the Budget Analyst recommends that the City negotiate the Forensic Nurses MOU to allow nurses to work 8-hour shifts instead of 10-hour shifts. It should be noted that the City is currently negotiating with the Forensic Nurses to work 8-hour shifts instead of 10-hour shifts.

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Forensics

Policy Options for 1994-95

Contract out Forensics Medical Services. Estimated Minimum Savings = \$1 million

Forensics Medical Services are currently provided by City employees at an annual cost of approximately \$10.9 million. In FY 1994-95, the City's General Fund will pay all of these costs. These services could be contracted out to a private medical services provider. Without issuing a RFP, it is difficult to determine what the actual savings would be if Forensic Medical Services were contracted out. However, assuming a possible reduction in costs of 10 percent, the City could save approximately \$1 million annually by contracting out Forensic Medical Services.

Fiscal Year 1994-95 Recommendations

Department: Department of Public Health Division: Community Mental Health and Substance Abuse Services Program: Substance Abuse Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$15,919,700	\$15,919,700	\$15,743,251

Recommended 1994-95 General Fund Level:

Department	Mayor's Office	Budget Analyst
\$4,404,536	\$4,404,536	\$4,357,953

Comment:

1. Substance Abuse Services has one program, the Tom Smith Residential Treatment Center, that is directly managed by the Department. The Tom Smith Residential Center is staffed with 18 City employees and has an annual budget of \$1,764,492, of which \$465,964 is General Fund monies. In FY 1993-94, the Tom Smith Center is expected to provide 7,228 units of service. (One unit of service is a 24 hour day per client served) The cost per unit of service at the Tom Smith Residential Treatment Center is approximately \$244 (\$1,764,492/7,228). Substance Abuse Services has contracts with four community based organizations that also provide residential treatment services.

However, the cost per 24 hour day per client is between \$43.83 to \$70.59, or approximately \$200 to \$173 less than the cost per 24 hour day per client at the Tom Smith Residential Treatment Center. Thus, if the Department were to contract out the services that are currently being provided by the Tom Smith Residential Treatment Center, the total savings would be between \$1,254,267 and \$1,447,689. The General Fund savings would be between \$331,200 and \$382,293. However, Mr. Wayne Clark, Director of the Substance Abuse Program reports that the services provided by the Tom Smith Residential Treatment Center are more intensive and require more expertise than those provided by the four community based organizations. As such, Mr. Clark advises, the cost per unit of services is more expensive at the Tom Smith Residential Treatment Center than at the four community based organizations. Nonetheless, because of the difference between City salaries and the salaries of non-profit agencies, the City should be able to realize savings by contracting out the services that are currently being provided by the Tom Smith Residential Treatment Center. Assuming a possible savings of ten percent, the total savings would be approximately \$176,449, of which \$46,583 is General Fund monies.

**Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Substance Abuse Services**

2. The Department is proposing to reduce the General Fund allocation for Substance Abuse services by \$405,000. To achieve these savings without impacting services, the Department plans to reduce operating expenditures by \$75,000, reduce the Medical Director position from 0.5 FTE to 0.25 FTE, and delete two administrative positions for a savings of \$130,000. Finally, the Department will substitute staff positions in substance abuse programs with mental health/dual diagnosis specialists which will allow the Department to bill MediCal approximately \$200,000 in FY 1994-95 for these services.

3. In FY 1993-94, the Department received a one-time \$3.2 million grant from the Federal Asset Forfeit Seizure Fund for substance abuse treatment services. This grant replaced a previous Waiting List Grant. The Asset Forfeit Seizure grant will expire on June 30, 1994. Although the Department is trying to secure new grant funds, as of the writing of this report, no replacement grant has been identified. As such, the Department is planning to eliminate substance abuse services that are being provided by community based organizations for 841 substance abuse clients.

Fiscal Year 1994-95 Recommendations

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Office of Conservatorship Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$600,240	\$600,240	\$600,240

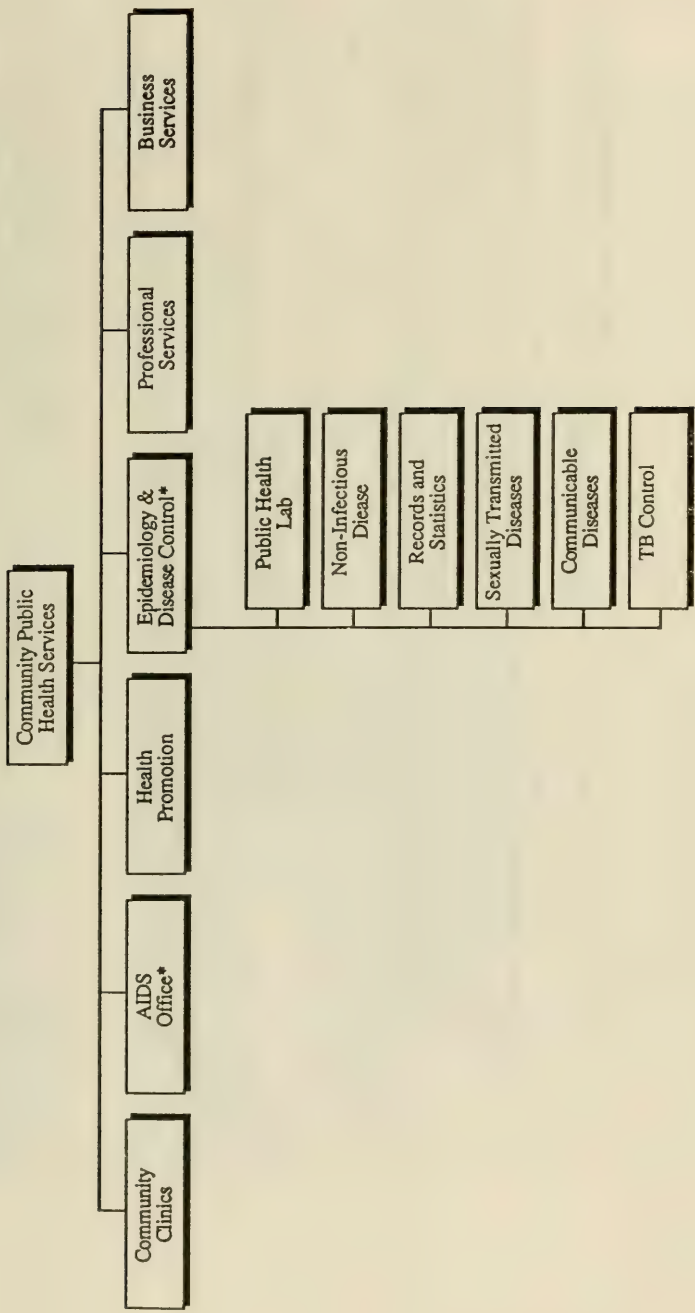
Recommended 1994-95 General Fund Level:

Department	Mayor's Office	Budget Analyst
\$178,314	\$178,314	\$178,314

Comments:

1. As part of the Department's reorganization, the Conservator's Office, which is currently administered by the Community Public Health Division, will be integrated with the Mental Health Services' Placement Office. The objective is to streamline case management and placement of conserved clients into and from the State Hospital and other mental health programs. Bringing the Conservator's Office into the Mental Health Division allows the Department to bill MediCal and SB 910 revenues for some of the Conservator's Office's functions. The Department has included \$300,000 in new revenues which would be achieved as a result of this consolidation. According to the Department, there will not be any staffing reductions resulting from this organizational consolidation because all of the supervisory and administrative staff in both programs provide direct client services.
2. The total General Fund support of the Office of Conservatorship Services for FY 1994-95 has been reduced by \$158,762, which will be offset by the revenues described above.

Department of Public Health -- Community
Public Health Services Division



* Will be consolidated in FY 1994-95 with annual administrative savings of \$290,000.

Department Summary

Department: Department of Public Health
Division: Community Public Health Services

Mission Statement:

- Provide primary care and public health services to individuals at high risk for infectious and chronic illness, HIV disease, pregnant women, the elderly and children.
- Design and advocate policies, plans, standards, and programs to prevent or remediate conditions that threaten the public's health.

1993-94 Budgets by Program

	1993-94		
	FTE	Costs	Revenues Net General Fund
Primary Care Services	426	\$27,969,506	9,601,168
Epidemiology and Disease Control	72.9	10,890,095	5,224,444
AIDS Office	90.95	44,588,951	34,625,912
			9,963,039

Subtotal 163.9 \$55,479,046 \$39,850,356 \$15,628,690

Capital Improvements \$51,964 \$37,326 \$14,638

TOTAL 163.9 \$55,531,010 \$39,887,682 \$15,643,328

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budge. Analyst	Department	Mayor	Budge. Analyst
Primary Care Services	\$29,914,357	\$29,914,357	\$29,914,352	\$16,328,004	\$16,328,004	\$16,328,004
Epidemiology and Disease Control	11,056,306	11,056,306	11,056,306	5,500,596	5,500,596	5,500,596
AIDS Office	43,415,968	43,415,968	43,415,968	34,606,600	34,606,600	34,606,600
TOTAL	\$84,386,631	\$84,386,631	\$84,386,626	\$56,435,200	\$56,435,200	\$56,435,200

Department: Department of Public Health
 Division: Community Public Health Services
 Program: Primary Care Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$29,914,352	\$29,914,352	\$29,914,352

Recommended 1994-95 General Fund Level:

Department	Mayor's Office	Budget Analyst
\$13,586,353	\$13,586,353	\$13,586,353

Comments:

1. As part of the Department's reorganization, the primary care services at San Francisco General Hospital and the district health centers will be integrated. The Department's FY 1994-95 budget includes savings of \$600,523 which will be achieved as a result of this integration by eliminating 8.0 FTE administrative positions, six of which are filled and two of which are vacant. In addition, the Department increased salary savings for these two divisions by \$187,597. The Budget Analyst supports the Department's decision to integrate SFGH's primary care services with the district health centers. In addition, the Department is planning to delete a 0.5 FTE vacant Medical Director position in CPHS and reduce a 1.0 FTE filled Public Health Nurse position to 0.8 FTE at the request of the incumbent for a total savings of \$67,922.
2. Seven of the nine health centers have recently applied for and received Federally Qualified Health Center (FQHC) status (currently the Tom Wadell and North of Market Senior Services have FQHC status). Under FQHC, the Department will receive cost-based reimbursements for MediCal and Medicare services. The Department has included \$4.5 million in FQHC funding for FY 1994-95.

**Department: Department of Public Health
Division: Community Public Health Services
Program: Epidemiology and Disease Control**

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$11,056,306	\$11,056,306	\$11,056,306

Recommended 1994-95 General Fund Level:

Department	Mayor's Office	Budget Analyst
\$5,555,710	\$5,555,710	\$5,555,710

Comments:

1. As part of the Department's reorganization, the AIDS Office and the Bureau of Epidemiology and Disease Control will be consolidated into a single administrative entity, while retaining the essential functions and organizational subdivisions of each. The objectives of this consolidation are to: 1) generate revenues, 2) achieve efficiencies by merging the two administrative structures into a single one without impacting the level of services, and 3) reduce the amount of time physicians spend on administrative duties. The Department plans to eliminate 5.5 FTE administrative positions, five of which are filled and one of which is vacant, and add one Health Worker IV, for a net salary and fringe benefit savings of \$290,253. The Budget Analyst concurs with the Departments plan to integrate the AIDS Office and the Bureau of Epidemiology and Disease Control into a single administrative entity.

2. In addition, the Department has included \$112,502 in additional Medical revenues at the City Clinic and TB Clinic that are based on the number of visits and reimbursement rates for current clients at these clinic sites.

Department: Department of Public Health
 Division: Community Public Health Services
 Program: AIDS Office (non-Children's Services)

Recommended 1994-95 Funding Levels:

Department	Mavor's Office	Budget Analyst
\$43,415,968	\$43,415,968	\$43,415,968

Recommended 1994-95 General Fund Level:

Department	Mavor's Office	Budget Analyst
\$8,809,368	\$8,809,368	\$8,809,368

Comments:

1. As part of the Department's reorganization, the AIDS Office and the Bureau of Epidemiology and Disease Control will be consolidated into a single administrative entity, while retaining the essential functions and organizational subdivisions of each. The objectives of this consolidation are to: 1) generate revenues, 2) achieve efficiencies by merging the two administrative structures into a single one without impacting the level of services, and 3) reduce the amount of time physicians spend on administrative duties. The Department plans to eliminate 5.5 FTE administrative positions, five of which are filled and one of which is vacant, and add one Health Worker IV, for a net salary and fringe benefit savings of \$290,253. The Budget Analyst concurs with the Departments plan to integrate the AIDS Office and the Bureau of Epidemiology and Disease Control into a single administrative entity.

2. The Department is also proposing to reduce General Fund support totaling \$220,000 for non-core and non-direct AIDS health services provided by Community Based Organizations. The Department intends to reduce the following AIDS services:

- Discontinue General Fund support of Project Open Hand's Food Bank Program by \$156,750 which will reduce support for 6,945 food bank visits by 310 clients with HIV.
- Discontinue General Fund support by \$27,170 for 12 issues of an HIV newsletter.
- Reduce General Fund support by \$36,080 for 500 hours of caregiver training to 100 clients.

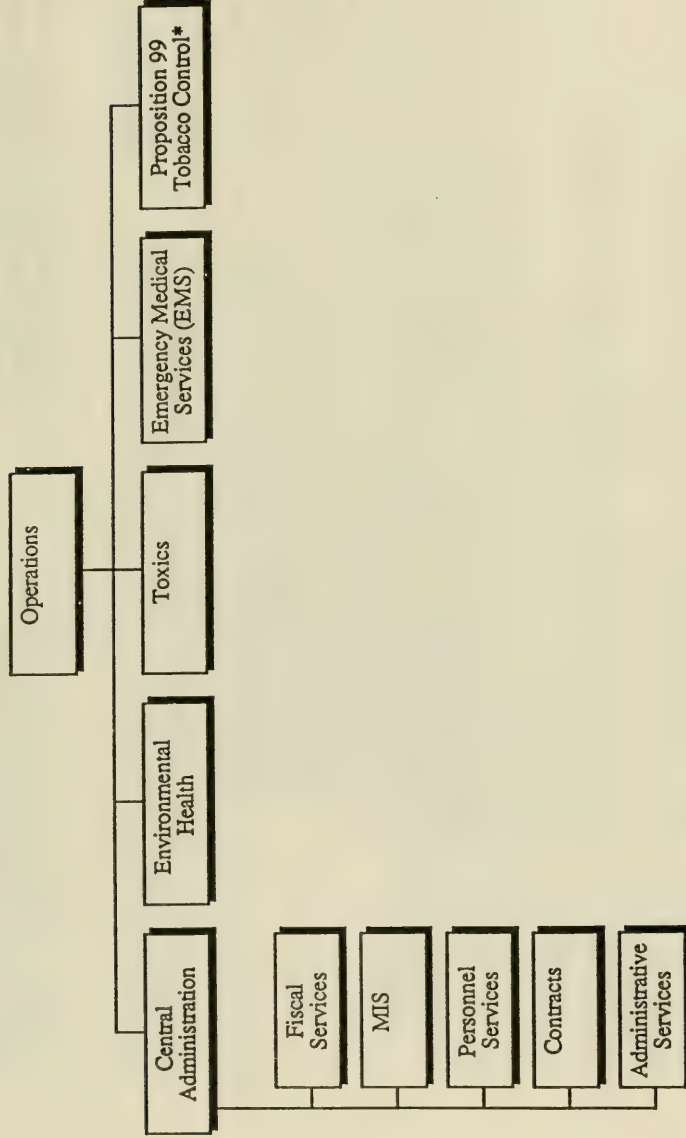
Department: Department of Public Health
Division: Community Public Health Services
Program: AIDS Office (non-Children's Services)

Policy Options for 1994-95

Reduce General Fund Overmatch by Up to \$2,334,581

To receive State and Federal grant monies for AIDS programs, the City is required to maintain a certain level of General Fund support for AIDS health services or a Maintenance of Effort (MOE). This MOE includes AIDS related health services provided by San Francisco General Hospital, Laguna Honda Hospital, the District Health Centers, the Division of Community Mental Health and Substance Abuse Services and the AIDS Office. In FY 1993-94, the City's maintenance of effort for AIDS health services supported by the General Fund is \$31,165,960. Of that amount, the City is required to allocate \$6,468,319 to the AIDS Office. Historically, the City has provided overmatch funds for AIDS programs to augment State and Federal monies for AIDS health services. In FY 1993-94, the General Fund allocation to the AIDS Office (non-Children's Services) was \$9,963,039 or \$3,494,720 more than the MOE. In FY 1994-95, the Department has included \$8,809,368 to the AIDS Office (non-Children's Services), which is \$2,334,581 more than the MOE. Thus, the City could reduce funding for AIDS programs in FY 1993-94 by up to \$2,334,581 and continue to meet the City's MOE to receive State and Federal grant monies.

San Francisco Department of Public
Health - Operations Division



Note: The Office of Conservatorship and Forensics Services are organizationally under the Operations Division but are included in the Mental Health Division's budget. Thus, these two divisions are included in the Mental Health Division's Zero Base Budget Review.

* Proposition 99 is entirely funded with non-General Fund monies and was therefore not included in the Zero Base Budget Review.

Department Summary

Department: Department of Public Health
Division: Operations

Mission Statement:

- To prevent disease, promote health, document infectious diseases and prolong life within the community of San Francisco.
- Provide executive leadership and administrative oversight of the Department of Public Health
- Provide operational support to other DPH divisions

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94		
	FTE	Costs	Revenues Net General Fund
Central Administration	89	\$79,862,459	\$75,026,873 \$4,835,586
Emergency Medical Services	5.75	477,426	15,182 462,244
Environmental Health	61	4,194,680	4,121,280 73,400
Toxics	55	3,793,797	2,148,052 1,645,745

Subtotal 211 \$88,328,362 \$81,311,387 \$7,016,975

Capital Improvements \$615,685 \$566,774 \$48,911

TOTAL 211 \$88,944,047 \$81,878,161 \$7,065,886

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Central Administration	\$69,140,143	\$69,140,143	\$69,140,143	\$61,411,609	\$61,411,609	\$61,411,609
Emergency Medical Services	448,347	448,347	448,347	136,261	136,261	136,261
Environmental Health	4,223,505	4,223,505	4,223,505	4,195,475	4,195,475	4,195,475
Toxics	3,748,342	3,748,342	3,748,342	2,032,503	2,032,503	2,032,503
TOTAL	\$77,560,337	\$77,560,337	\$77,560,337	\$67,775,848	\$67,775,848	\$67,775,848

Department: Department of Public Health
Division: Operations
Program: Central Administration

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$69,140,143	\$69,140,143	\$69,140,143

Recommended 1994-95 General Fund:

Department	Mayor's Office	Budget Analyst
\$7,728,534	\$7,728,534	\$7,728,534

Comments:

1. As part of its Departmental reorganization, a working group is evaluating the Department's decentralized and centralized administrative functions such as accounting services to identify duplicative services and to recommend alternative methods for providing administrative support services at a reduced cost. The Department will also be evaluating how administrative support services may be reduced as a result of service integration. However, unlike the Department's other reorganization working groups, the administrative working group does not have a target budget reduction for FY 1994-95. Dr. Larry Meredith, the Deputy Director of Business and Operations, reports that any recommended administrative reductions would be incorporated in the Department's FY 1994-95 budget during the course of the fiscal year and/or include them in the Department's FY 1995-96 budget.
2. There are 7.0 FTE in the Executive Office of the Department of Public Health. Of those 7.0 FTE, there are 3.0 FTE Executive Secretary positions; one Executive Secretary position reports to the Deputy Director of Business and Operations and the remaining two Executive Secretary positions report to the Executive Director. In addition, there is a 1.0 FTE Executive Assistant to the Director position and a Public Information Officer for a total of four clerical, administrative, and analytical support positions reporting directly to the Executive Director of DPH. The Executive Assistant position has an annual salary of \$75,429. According to the Executive Director, this Executive Assistant position performs a variety of administrative, research and analytical functions for the Director that are sensitive, confidential, and complex in nature. However, the responsibilities of the Executive Assistant do not include managing a program or supervising staff. The Budget Analyst believes that a position with an annual salary of \$75,429 should have program management and staff supervision responsibilities. The duties described for the Executive Assistant position are more consistent with those of a Special Assistant position with an average annual salary of approximately \$60,000 or \$15,429 less than the Executive Assistant position. While the scope of this review did not include a comprehensive analysis of the responsibilities and salaries of the DPH's staff, the Budget Analyst believes that the study requested by the Board of Supervisors to review positions with salaries of \$70,000 and above should determine whether positions in the DPH should be reclassified to lower paid positions. In addition, we recommend that the Department consider reclassifying the Executive Assistant position to a Special Assistant position either in FY 1994-95 or when the position becomes vacant.

Department: Department of Public Health
Division: Operations
Program: Central Administration

3. The Community Health Services' Administrative Division currently has 24 clerical positions or approximately 15.6 percent of its total 154 positions. Each Division manager is assigned one clerical position. According to Dr. Meredith, the reasons for this relatively high level of clerical staffing are: 1) 101 Grove Street does not have voice mail, and 2) many of the Department's professional staff do not have a personal computer. Towards the end of FY 1994-95, the 101 Grove building will undergo seismic upgrading which means the Health Department will vacate the 101 Grove building and be relocated. As a result, the Department would rather wait until it moves back to 101 Grove during FY 1995-96 to install a voice mail system. Meanwhile, the Department's professional staff should, within the next year or two, have a personal computer. Thus, the Budget Analyst recommends that when the Department installs voice mail at 101 Grove and purchases more computers for its professional staff, that the Department evaluate its clerical staffing requirements and reduce its clerical staffing accordingly.

Department: Department of Public Health
Division: Operations
Program: Emergency Medical Services (EMS)

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$448,347	\$448,347	\$448,347

Recommended 1994-95 General Fund Funding Levels:

Department	Mayor's Office	Budget Analyst
\$312,086	\$312,086	\$312,086

Comment:

For FY 1994-95 the EMS Division is planning to reduce its FTE by 0.45, from 5.75 FTE to 5.30 FTE, for a savings of \$25,194, as follows:

2533 EMS Specialist reduced by 0.2 FTE.

1819 MIS Specialist II eliminated (reduction of 0.25 FTE)

According to MS. Abby Yant of the EMS, this FTE reduction will result in:

- Reduction of the pediatric hospital program
- Delay in the revision to some EMS system policies, resulting in diminished EMS capabilities.
- Elimination of hospital site surveys to assure compliance with Receiving Hospital Standards.
- Elimination of the Trauma Center site survey (last done 4 years ago).

The elimination of the 1819 MIS Specialist will be supplanted by the grant funded 1811 MIS position hired in March of 1994.

Department: Department of Public Health
Division: Operations
Program: Environmental Health

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$4,223,505	\$4,223,505	\$4,223,505

Recommended 1994-95 General Fund Levels:

Department	Mayor's Office	Budget Analyst
\$28,030	\$28,030	\$28,030

Comments:

As part of the Department's reorganization plan, the Toxics and Environmental Health Divisions will be integrated into one division. The Department has reduced its FY 1994-95 budget by \$300,000 to reflect administrative reductions that will be made as a result of this consolidation. The Department is proposing to eliminate 6.0 FTE administrative positions from the Toxics and Environmental Health Divisions and create one Director of Environmental Health Management, for a total of 5.0 FTE positions eliminated at a total annual savings of \$263,334. In addition, in FY 1994-95, the Department reduced the Toxics and Environmental Health Divisions' materials and supplies and contractual services accounts by \$36,666. The Budget Analyst concurs with the Department's decision to consolidate the Toxics and Environmental Health Divisions.

Department: Department of Public Health
 Division: Operations
 Program: Toxics

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$3,813,813	\$3,813,813	\$3,813,813

Recommended 1994-95 General Fund Level:

Department	Mayor's Office	Budget Analyst
\$1,715,839	\$1,715,839	\$1,715,839

Comment:

1. As part of the Department's reorganization plan, the Toxics and Environmental Health Divisions will be integrated into one division. The Department has reduced its FY 1994-95 budget by \$300,000 to reflect administrative reductions that will be made as a result of this consolidation. The Department is proposing to eliminate 6.0 FTE administrative positions from the Toxics and Environmental Health Divisions and create one Director of Environmental Health Management, for a total of 5.0 FTE positions eliminated at a total annual savings of \$263,334. In addition, in FY 1994-95, the Department reduced the Toxics and Environmental Health Divisions' materials and supplies and contractual services accounts by \$36,666. The Budget Analyst concurs with the Department's decision to consolidate the Toxics and Environmental Health Divisions.
2. The Department included \$200,000 in new fees for medical waste programs which is based on a projected increased volume of work.

5/9/94

Department: Department of Public Health
Division: Operations
Program: Toxics

Policy Options for 1994-95

The Toxics Division's programs are all mandated under State and Local law. Reducing programmatic expenditures in the Toxics Division would require amendments to the City's Administrative Code. Such amendments would include repealing the City's Video Display Terminal (VDT) ordinance which could save approximately \$67,267 annually in General Fund monies, or repealing the City's lead prevention ordinance at an approximate annual savings of \$186,646 in General Fund monies. However, there could be incalculable costs to the City if these ordinances are repealed. For example, the City's VDT ordinance is designed to prevent work-related injuries that can result in Workers Compensation claims. The City's VDT ordinance requires compliance from both City departments and private employers. The City could be reducing its Workers Compensation claims as a result of the VDT ordinance. Thus, it may not be in the City's best financial interests to repeal the VDT ordinance. In addition, the Toxics Division provides training, consultation and equipment approval services that will be needed even if the VDT ordinance is repealed as the Cal-OSHA Ergonomics Hazard Regulation will most likely become effective in the next year.

In sum, prior to repealing any of the City's ordinances affecting the Toxics Division, the Board of Supervisors should consider the negative ramifications.



**Department: San Francisco General Hospital
Program:**

Overview

The FY 1993-94 San Francisco General Hospital (SFGH) budget, as amended during the fiscal year, amounts to \$254,651,025 and includes \$31,624,551 of General Fund support. This budget was predicated on an average daily inpatient census of 284 patients which was significantly down from an average daily census of 326 in FY 1992-93. In addition, the FY 1993-94 budget funded a third intensive care unit designed to alleviate the persistent need to divert critical patients to other hospitals.

As the City's only level one trauma center, SFGH is responsible for the treatment of all critically ill or injured emergency admissions. Prior to FY 1993-94, SFGH was frequently required to divert such patients to other hospitals due to the unavailability of staffed intensive care beds. During FY 1992-93 the monthly diversion rate reportedly reached as high 30 percent. As a result of the funding of the third intensive care unit, the diversion of patients has virtually been eliminated and when it has occurred it was due to the unavailability of trained intensive care nurses, not a lack of funding.

The Mayor's proposed FY 1994-95 budget amounts to \$254,930,000 and includes \$23,370,000 of General Fund support. This budget is based on an average daily inpatient census of 274 patients. It continues to fund a third intensive care unit, and for FY 1994-95 provides some new services which are projected to be self supporting and some increased services.

The new services include medical services at San Francisco International Airport, which was previously provided by a private physician under contract, and a cooperative program between the Department of Social Services and the Hospital entitled the SSI Advocacy Program. This program brings together Social Services and Hospital staff to assist many social service clients who are also hospital patients and need the assistance of technical and professional staff to successfully apply for federal supplemental security income (SSI). The City is reimbursed for all aid paid to General Assistance clients as well as hospital services provided to such clients from the date of application when clients are approved for SSI.

The FY 1994-95 budget also provides increased funding for emergency paramedic services in the amount of \$1,430,000 to improve response time from the current level of 12 minutes to a level of 10 minutes. This will be accomplished by the addition of three new ambulances and crews. Because the proposed budget for FY 1994-95 incorporates the changes described above as well as significant organizational restructuring, the following organizational chart depicts the current organizational placement of each of the Hospital's major activities within its organization.

As a result of the detailed review of the Hospital's FY 1994-95 proposed budget, certain issues pertaining to potential increased revenues and reduced expenditures were identified and are described below. The issues have been reviewed with Hospital Administration who concur with the recommendations pertaining to department expenditures and revenues. The Hospital Administration reports that the expenditure savings and increased revenues have been applied towards reducing the amount of SFGH General Fund support from \$31.6 million in FY 1993-94 to \$23.4 million in FY 1994-95.

Department: San Francisco General Hospital
Program: Med/Surg/Obstetrics

Recommended 1994-95 Funding Levels:

<u>Department</u>	<u>Mayor's Office</u>	<u>Budget Analyst</u>
\$166,019,858	\$166,019,958	\$166,019,858

Explanation of Differences:

• Intensive Care Staffing:

The FY 1994-95 budget for intensive care provides for an average daily census of 23 and a total of 176,295 productive nursing hours. By comparison, the FY 1993-94 budget funded an average census of 28 and, through March, the actual census for FY 1993-94 was 17.4. Total productive hours for FY 1993-94 are estimated to amount to 150,469, averaging 23.46 productive hours per patient day including standby nursing hours. As a result of the significant variance between the budgeted and actual census, the intensive care units will save an estimated \$1.4 million in FY 1993-94. Attachment 1 shows that a budgeted census of 20 beds supplemented by 48 hours of standby nursing staff daily, would provide an increase of over 20,000 ICU nursing hours in FY 1994-95 and would cost approximately \$170,000 less than currently budgeted. The determination of this staffing level was based on a detailed analysis of the productive and nonproductive hours worked by each of the over 100 nurses who staff the three intensive care units.

5/9/94

FY 1994-95 Recommendations

Department: San Francisco General Hospital Program: Psychiatry/Substance Abuse

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$30,751,444	\$30,751,444	\$30,751,444

Explanation of Differences:

- Unit 7L Staffing:
Unit 7L was budgeted based on 72 hours of nursing staff daily for FY 1994-95, however, the current actual nursing staffing pattern is 3-3-2 on each of the eight hour shifts. The revision of the FY 1994-95 budget to correspond to actual required staffing would result in a reduction of approximately \$137,748 in nurse staffing costs.

5/9/94

Department: San Francisco General Hospital
Program: Med/Surg/DBS

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$166,019,858	\$166,019,858	\$166,019,858

Explanation of Differences:

- Nursing Model Annual FTE Computation:

The nursing model used to develop the FY 1994-95 budget was based on 2,080 hours per full-time equivalent position. The correct number of paid hours per full-time position in FY 1994-95 is 2,088. The revision of this value would result in a reduced staffing requirement of approximately 1.8 positions and a cost savings of approximately \$149,972.

5/9/94

Department: San Francisco General Hospital
Program: All

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$254,927,885	\$254,927,885	\$254,927,885

Explanation of Differences:

• Retroactive Billing of Medi-Cal for Medically Indigent Adults Subsequently Approved for SSI

The Department of Social Services provided data on general assistance clients approved for SSI during the six months from September 1993 through February 1994. This list included a six month total of 1,042 names which averaged 150 unduplicated names per month. Based on a sample of 50 names, it was determined that 66 percent had received services at SFGH, 52 percent were identified as medically indigent adults (MIA) patients and 38 percent were MIA patients who had received services during the period of retroactive eligibility. The average period of retroactive eligibility was 15 months. The average patient had 6.5 visits with total charges of \$2,677. On an annual basis this equates to \$1,831,140 in charges that can now be retroactively billed to Medi-Cal.

SFGH Patient Accounts staff have analyzed these accounts to provide an estimate of the annual and one-time revenue from this source. Based on a conservative assumption that all charges will be reimbursed at an estimated outpatient rate of 35 percent, it is projected that the Hospital will realize \$640,899 in annual ongoing revenue from this source. In addition, the Hospital can claim one-time revenue based on prior SSI approvals for clients who received services that have not been billed.

The Social Services Department is researching its records to determine how far back it has data on General Assistance clients who were approved for SSI. Records for at least the last two years reportedly should be readily available. Assuming such information is available back to January of 1990, the estimated one-time gross revenue recovery through June of 1994 (4.5 years) would amount to an estimated \$2.7 million. Because there may be a significant amount of staff effort to locate Departmental records of SSI approvals prior to 1992, retrieve them from storage and prepare lists for the Hospitals in order for the Hospitals to prepare and submit Medi-Cal claims, the Social Services Department should be allocated some additional funding to cover its costs for temporary, part-time, and/or overtime expenses related to this project. While these costs are not projected to be significant, the Department should submit a supplemental appropriation, if necessary.

Department: San Francisco General Hospital
Program: All

Staffing costs for SFGH to process these claims should be less than \$300,000. This would result in net one-time revenue of an estimated \$2.4 million. In order to process these claims on an ongoing basis, it will be necessary to increase the Patient Accounts billing staff by three 1636 - Billing Clerk positions at an annual cost of \$129,412, resulting in a net annual benefit of \$511,487. Alternatively, these future claims could be processed by the Hospital's contract retroactive billing company which utilizes extensive computer resources to identify and bill retroactive medical claims. The cost of this service is estimated to be as much as \$160,225 based on 25 percent of charges.

As a result of the success of this initial test project between the Department of Social Services and the Hospitals, the Social Services Department is developing a process to ensure the monthly transmission of retroactive Medi-Cal eligibility data on general assistance clients approved for SSI. This information will be sent to both SFGH and Laguna Honda Hospital on a timely basis in a hard copy and computer disc format. Mr. Brian Cahill and Mr. Ray Sullivan from the Department of Social Services have coordinated and expedited this project. Mr. Peter Praetz and Ms. Sharon Kennison of SFGH are coordinating the Medi-Cal claiming process for SFGH and Mr. Al Diaz and Vern Phelps are responsible at Laguna Honda Hospital.

5/9/94

FY 1994-95 Recommendations

Department: San Francisco General Hospital
Program: Work Order

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$	\$	\$

Explanation of Differences:

- Indirect and Administrative Cost Recovery from San Francisco International Airport Medical Services in FY 1994-95

Based on discussions with Dr. Chuck Saunders pertaining to the medical services at San Francisco International Airport, such services include approximately \$1.2 million of salary and benefit costs which would be subject to assessment of indirect and administrative cost recovery in order for the Hospital to fully recover its costs and therefore avoid subsidizing the Airport. An estimated indirect cost rate proposal was being developed which resulted in an indirect cost rate of 16.54 percent. Based on this rate, an additional \$198,480 of cost reimbursement would be generated for the Hospital.

5/9/94

Department: San Francisco General Hospital
Program: N/A

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$	\$	\$

Explanation of Differences:

- San Francisco General Hospital Volunteer Auxiliary

An analysis of the financial statements of the Hospital's volunteer organization has identified a possible compliance problem with Sections 4.9-1 and 19A.18 of the City's Administrative Code (Attachment 2 and 3). The organization has developed a fund balance as of June 30, 1993 of approximately \$302,000. Pursuant to the City's Administrative Code, the net proceeds earned by the organization from its operations at the Hospital must be expended by June 30 of the succeeding fiscal year or returned to the City and placed in the SFGH Gift Fund. The Volunteers believe that they have fully expended the hospital revenues which they have collected for the purposes specified in the Administrative Code. However, due to accounting practices which commingle these revenues with restricted and unrestricted grants and donations only a detailed review of prior financial statements would determine the source of the \$302,000 current fund balance.

Consequently, it is the Budget Analyst recommendation that hospital accounting staff make such a review and take action to ensure ongoing compliance with this requirement including advising the SFGH Volunteer Auxiliary that some portion of the \$302,057 June 30, 1993 fund balance may have to be immediately transferred to the SFGH Gift Fund depending upon the results of the review of the prior financial statements.

5/9/94

Department: San Francisco General Hospital
Program: N/A

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$	\$	\$

Explanation of Differences:

• San Francisco General Hospital Vending Machine Revenues

Currently, all revenue from vending machine sales at SFGH is received by the Volunteers to San Francisco General Hospital Non-Profit Organization pursuant to an agreement between the Hospital Director and the volunteers. The volunteers entered into an agreement in 1977 which provides for vending machine services at the Hospital including a commission of five percent of gross sales for the volunteers. Based on FY 1992-93 vending sales of an estimated \$33,500, the volunteers received commissions of \$1,675. Total food sales including the Cafe General and the Hot Food Truck amounted to approximately \$665,000 on which the volunteers received commissions of about 12.5 percent.

At Laguna Honda Hospital, vending machine revenues go to the Hospital. However, pursuant to the terms of the current contract, the Hospital is receiving an estimated 4.56 percent on a projected \$58,000 in annual sales. This contract also specifies certain preferential prices such as 45 cents for potato chips, \$1.75 for sandwiches, 50 cents for canned beverages and 25 cents for hot drinks in lieu of a commission on canned beverage sales. However, these terms are not fully complied with. Potato chips are sold for 70 cents instead of 45 cents and sandwiches are sold for \$2.00 instead of \$1.75.

In order to improve the quality of vending services and increase the revenue to the hospitals, these service arrangements should be reevaluated. If the Purchaser were to solicit proposals from all of the major vending machine companies for the right to exclusive franchises at both hospitals, it is possible that the percentage commissions bid and the quality and comprehensiveness of service would all increase. As an example, the County of Santa Clara has an exclusive vending machine contract with a major vending machine company for one of its departments which guarantees the County 30 percent of gross revenues.

If in response to the request for proposal, the City were to award a new contract for both hospitals, the increase in revenue at SFGH could go to the Hospital and the volunteers could continue to get their same percentage. Based on 20 percent of gross sales and standardized pricing at both hospitals, it is estimated that SFGH would realize about \$5,000 in annual vending machine revenue and Laguna Honda would receive increased revenues of approximately \$9,000. If the commissions from all food sales at SFGH increased to the twenty percent level as a result of the succeeded competitive process, approximately \$50,000 of additional revenue would be generated at SFGH.

**Department: Laguna Honda Hospital
Program:**

Overview

The FY 1993-94 Laguna Honda Hospital (LHH) budget, as amended during the fiscal year, amounts to \$101,686,838 and includes \$5,474,271 of General Fund support. LHH is licensed for 1,202 skilled nursing beds and 102 acute beds, however, the FY 1993-94 budgeted capacity is approximately 1,138 skilled nursing beds and 35 acute beds. The FY 1993-94 daily inpatient census through April of 1994 averaged 1,118 patients or approximately 98 percent of capacity. The average number of vacancies amounted to 20 or 2 percent of capacity. These patients are cared for in a total of 43 wards which include two acute wards, three rehabilitation wards, an AIDS ward, a hospice ward and 36 general skilled nursing wards. The Clarendon Hall facility houses eight of these general skilled nursing wards and the remaining 28 are throughout the main hospital building.

The Mayor's proposed FY 1994-95 budget amounts to approximately \$103,000,000 unstandardized and includes General Fund support. This budget is based on an average daily inpatient census of 1,145 patients. For FY 1994-95, the proposed budget provides some expanded services which are projected to generate additional revenues in excess of variable costs thereby reducing the General Fund support of the Hospital. The budgeted capacity for FY 1994-95 would increase from a total of 1,138 to 1,168 skilled nursing beds.

As a result of the detailed review of the Hospital's FY 1994-95 proposed budget, certain issues pertaining to potential increased revenues were identified and are described below. The issues have been reviewed with Hospital Administration who concur with the recommendations. The Hospital Administration reports that the increased revenues have been applied towards reducing the amount of SFGH General Fund support.

**Department: Laguna Honda Hospital
Program:**

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$	\$	\$

Explanation of Differences:

- Increased Revenue Through a Reduction in the Average Daily Vacancy Rate

Laguna Honda Hospital currently operates with an average daily vacancy rate of 2 percent or 20 beds despite having a patient waiting list ranging from 140 to 200 patients throughout the year. Based on an average daily reimbursement rate of approximately \$206 for the skilled nursing beds, each annual vacancy costs the Hospital over \$75,000 per year. Although the Hospital operates very near 100 percent capacity, the 2 percent average daily vacancies throughout the year cost the Hospital more than \$1.6 million annually in lost revenue.

By reviewing the vacancies on a daily basis for the entire month of March 1994, it was determined that the cause of vacancies fall into two main categories. The primary cause is due to patients leaving the LHH to temporarily go to an acute hospital or for a temporary leave. Because the Hospital has a policy of holding beds vacant for patients until they return, approximately two-thirds of the unpaid bed days occur for this reason despite the fact that Medi-Cal does pay LHH for up to seven days while a patient is in an acute hospital. Therefore, on an annual basis LHH loses about \$1.1 million due to holding beds for absent patients.

The second cause of vacancies is due to normal patient turnover resulting from patients, leaving the hospital, transferring to other skilled nursing facilities, and deaths. Although the timing of these events cannot always be predicted, the volume is large enough that the hospital runs a constant vacancy factor. The Hospital has dedicated one ward exclusively to admissions to ensure a supply of patients is always available to fill such vacancies, however, not only have the Hospital wards operated with ongoing vacancies, but the admissions ward itself operates with vacancies.

**Department: Laguna Honda Hospital
Program:**

The detailed study of vacancies for the month of March showed that Clarendon Hall which has eight wards and 166 beds had an average of 3.4 beds vacant daily of which 1.2 were over and above those held for absent patients. For 23 of 30 days or 77 percent of the time there was at least one available bed. The main hospital building which has 28 wards and 920 beds averaged 13.8 vacancies daily including 4.7 that were in excess of those required for absent patients. At least two beds were vacant every day of the month beyond those held for the return of absent patients. During this same period, the admissions ward averaged 2.5 vacancies daily.

Given the fact that the Hospital has an extensive waiting list, procedures should be developed to improve the timeliness of filling vacant beds even if the Hospital chooses to maintain its current policy of holding beds vacant for absent patients indefinitely, despite the fact that the hospital receives no revenue for such beds and incurs unreimbursed staffing and other costs. If the Hospital could reduce its average number of vacant beds by about 10 percent, it could generate approximately \$200,000 in additional annual revenue.

It is recommended that the Board of Supervisors consider requesting the Hospital to develop improved procedures to reduce its vacancy factor by more proactively monitoring and managing the timeliness of filling vacant beds.

**Department: Laguna Honda Hospital
Program:**

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$	\$	\$

Explanation of Differences:

- Retroactive Billing of Medi-Cal for Medically Indigent Adults Subsequently Approved for SSI

The Department of Social Services provided data on general assistance clients approved for SSI during the six months from September 1993 through February 1994. This list included a six month total of 1,042 names which averaged 150 unduplicated names per month. Based on a complete review of all of the 1,042 names, it was determined that 11 had received services at LHH. Nine of these patients had been previously determined by the Hospital to be eligible for Medi-Cal, but two were identified as medically indigent adults (MIA) patients who had received services during the period of retroactive eligibility. One patient had received five days of unreimbursed care in a skilled nursing ward which can now be billed at a rate of approximately \$206 per day. The other patient received 42 days of care in an acute care ward is now billable at a rate of \$803 per day. For FY 1993-94, this equates to \$34,756 that can now be retroactively billed to Medi-Cal.

Due to the low number of previously unbilled Medi-Cal patients that were identified from the six months of data and the wide variance the financial benefit, it is difficult to forecast the future benefit that LHH might receive from this source. However, based on an annual total of four patients and an average retroactive billing of \$2,500, LHH would receive an additional \$10,000 annually. In addition, the Hospital can claim one-time revenue based on prior SSI approvals for clients who received services that have not been billed.

The Social Services Department is researching its records to determine how far back it has data on General Assistance clients who were approved for SSI. Records for at least the last two years reportedly should be readily available. Assuming such information is available back to January of 1990, the estimated one-time gross revenue recovery through June of 1994 (4.5 years) would amount to an estimated \$37,931. There are no additional staffing costs for LHH to process these claims due to the low volume of projected unbilled patients.

**Department: Laguna Honda Hospital
Program:**

As a result of the success of this initial test project between the Department of Social Services and the Hospitals, the Social Services Department is developing a process to ensure the monthly transmission of retroactive Medi-Cal eligibility data on general assistance clients approved for SSI. This information will be sent to both SFGH and Laguna Honda Hospital on a timely basis in a hard copy and computer disc format. Mr. Brian Cahill and Mr. Ray Sullivan from the Department of Social Services have coordinated and expedited this project. Mr. Peter Praetz and Ms. Sharon Kennison of SFGH are coordinating the Medi-Cal claiming process for SFGH and Mr. Al Diaz and Vernon Phelps are responsible at Laguna Honda Hospital.

**Department: Laguna Honda Hospital
Program:**

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$	\$	\$

Explanation of Differences:

- Laguna Honda Hospital Vending Machine Revenues

At Laguna Honda Hospital, vending machine revenues go to the Hospital. However, pursuant to the terms of the current contract, the Hospital is receiving an estimated 4.56 percent on a projected \$58,000 in annual sales. This contract also specifies certain preferential prices such as 45 cents for potato chips, \$1.75 for sandwiches, 50 cents for canned beverages and 25 cents for hot drinks in lieu of a commission on canned beverage sales. However, these terms are not fully complied with. Potato chips are sold for 70 cents instead of 45 cents and sandwiches are sold for \$2.00 instead of \$1.75.

Currently, all revenue from vending machine sales at SFGH is received by the Volunteers to San Francisco General Hospital Non-Profit Organization pursuant to an agreement between the Hospital Director and the volunteers. The volunteers entered into an agreement in 1977 which provides for vending machine services at the Hospital including a commission of five percent of gross sales for the volunteers. Based on FY 1992-93 vending sales of an estimated \$33,500, the volunteers received commissions of \$1,675. Total food sales including the Cafe General and the Hot Food Truck amounted to approximately \$665,000 on which the volunteers received commissions of about 12.5 percent.

In order to improve the quality of vending services and increase the revenue to the hospitals, these service arrangements should be reevaluated. If the Purchaser were to solicit proposals from all of the major vending machine companies for the right to exclusive franchises at both hospitals, it is possible that the percentage commissions bid and the quality and comprehensiveness of service would all increase. As an example, the County of Santa Clara has an exclusive vending machine contract with a major vending machine company for one of its departments which guarantees the County 30 percent of gross revenues.

If in response to the request for proposal, the City were to award a new contract for both hospitals, the increase in revenue at SFGH could go to the Hospital and the volunteers could continue to get their same percentage. Based on 20 percent of gross sales and standardized pricing at both hospitals, it is estimated that SFGH would realize about \$5,000 in annual vending machine revenue and Laguna Honda would receive increased revenues of approximately \$9,000. If the commissions from all food sales at SFGH increased to the twenty percent level as a result of the suggested competitive process, approximately \$50,000 of additional revenue would be generated at SFGH.

Department: Superior and Municipal Courts

Overview

The Superior and Municipal Courts are a County function in accordance with State Law that created the courts and sets policy for operations of the courts. The Superior and Municipal Courts have been in the process of combining their administrative functions in accordance with the 1991 Trial Court Realignment Act in order to achieve savings from reducing two administration programs into one such program. The Superior and Municipal Courts' budget is not subject to review and adjustment by the Mayor's Office which is an office of a City's government.

The State Trial Court Funding Act provides for partial funding of the Superior and Municipal Courts with State monies. According to the Superior and Municipal Courts' Budget Officer, San Francisco should receive an additional approximately \$11 million in Trial Court Funding Act State funding for 1994-95 compared to 1993-94. Such additional Trial Court Funding Act funding from the State would be credited to the City's General Fund. The Superior and Municipal Courts will also receive State funding for a computer automation project and Federal funding for Family Law Services.

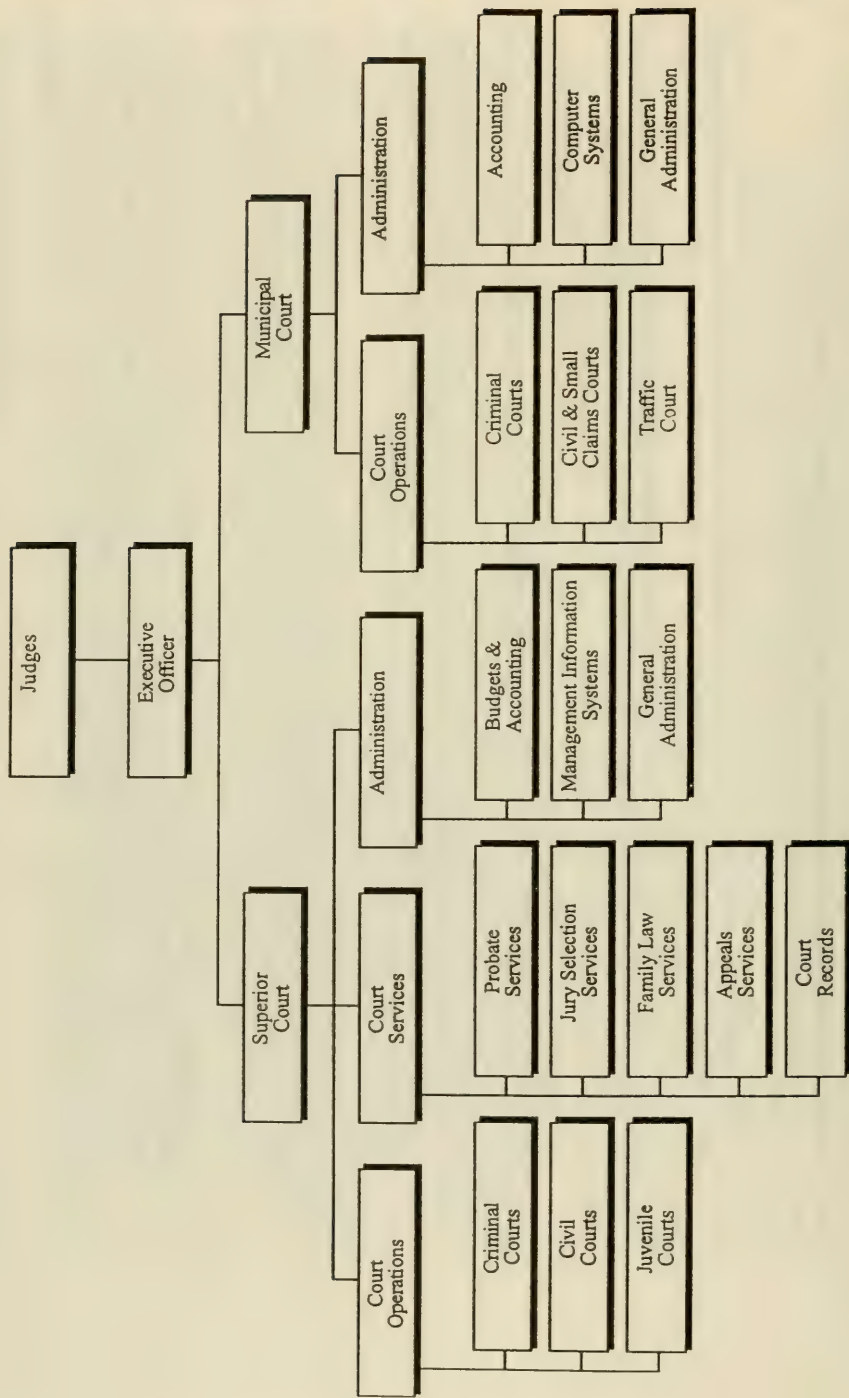
The proposed 1994-95 budget for the Superior and Municipal Courts includes two new positions for the Small Claims Court. These two new positions would be half time positions and are required in order to meet the State requirement that Superior and Municipal Courts' costs of operating the Small Claims Court be at least half of the amount of fee revenues that the Superior and Municipal Courts receive from operating the Small Claims Court.

Eight new clerk positions are requested for the Traffic, Civil and Small Claims Courts' operations and one new position is requested to provide administrative support for the Traffic Commissioner. However, support for the Traffic Commissioner is already provided by a position in the Juvenile Probation Department's budget.

Two new positions are requested for the Computer Automation Project that will be fully funded by the State and seven new positions are requested for the Family Support Bureau that will be fully funded by Federal monies.

Pursuant to State Assembly Bill 408 that decriminalized parking citations, 55 positions and associated operating costs for processing parking citations that were included in the Superior and Municipal Courts' 1993-94 were transferred to the Department of Parking and Traffic in October, 1993.

Superior and Municipal Courts



Department Summary

Department: Superior and Municipal Courts

Mission Statement:

The Superior and Municipal Courts serve the public and the judiciary by providing efficient record keeping and case processing functions and maximizing accessibility to court case information. The Courts also serve the public by providing access to case summaries and records and by providing free legal forms.

1993-94 Budgets by Program

NOTE: The Mayor's Office has not prepared Program Budgets for the Superior and Municipal Courts. However, we have developed 17 programs for the courts, presented on the next page.

**Department: Superior and Municipal Courts
Program: Combined Superior and Municipal Courts**

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$47,414,957	\$	\$46,399,157

Explanation of Differences:

1. The Superior Court Assistant County Clerk position is an unnecessary level of supervision in the Combined Courts. Savings = \$95,600
2. The accounting unit for the Municipal Court includes a Clerk, two Account Clerks and two Accountants supervised by an Assistant Fiscal Officer and a Fiscal Officer. Eliminate the Fiscal Officer position. Savings = \$94,300
3. The Deputy Chief position for the Civil and Small Claims Courts Division at City Hall is an extra level of supervision that should be eliminated. Savings = \$91,000
4. The Deputy Chief position for the Criminal Court and the Traffic Court at the Hall of Justice is an extra layer of supervision that should be eliminated. Savings = \$91,000
5. Both the Superior and Municipal Courts operations have separate computer system units, each with its own supervisor. The two computer system units should be combined under one supervisor. Savings = \$82,000
6. The Jury Services unit, including three Jury Coordinators and eight staff workers, is administered by the Deputy Jury Commissioner. The three jury Coordinators are an extra layer of supervision that should be eliminated. Savings = \$200,000
7. Eliminate eight new 330 Deputy Clerks, Municipal Court positions. Savings = \$221,400

5/8/94

FY 1994-95 Recommendations

8. Eliminate one new 681 Judicial Clerk Senior, Superior Court position that would support the Traffic Court Commissioner because this new position would duplicate an existing position in the Juvenile Probation Department's budget that currently supports the Traffic Court Commissioner. Savings = \$40,500
9. Increase salary savings requirement from requested 3.6 percent to 4.0 percent consistent with actual experience. Savings = \$100,000

Policy Options

Department: Superior and Municipal Courts

Program: Combined Superior and Municipal Courts

Policy Options for 1994-95

1. A discussion of alternatives for the defense of indigent defendants, for which the Superior and Municipal Courts are budgeting \$11.1 million for 1994-95, is included in our report for the Public Defender's Office.
2. The Judges of the Superior and Municipal Courts indicate that they will be considering implementation of a Master Calendar for the Criminal Courts of the Municipal Court in the near future.

PROGRAM and BUDGET RECOMMENDATIONS

DEPARTMENT No.: 12
DEPARTMENT NAME: Juvenile Probation

Description of Services and Performance Measures

The mission of the Juvenile Probation Department is to protect the public by providing for the treatment and rehabilitation of those youth of San Francisco who have been identified and referred by the Court, enabling them to lead productive, crime-free lives and to realize their full potential. The Department will accomplish this in the least restrictive manner commensurate with public safety and while working with the family of the youth, whenever possible.

Restructuring or Other Significant Changes:

The Juvenile Probation Department's FY 94-95 Budget submission includes resources to implement a Serious Repeat Offender Program, expansion of the Intensive Home Supervision Program, and implementation of a Juvenile Offender Local Prevention and Corrections Program.

The Department also expects to produce an additional \$3.2 million in Title IVA and Title IVE revenues.

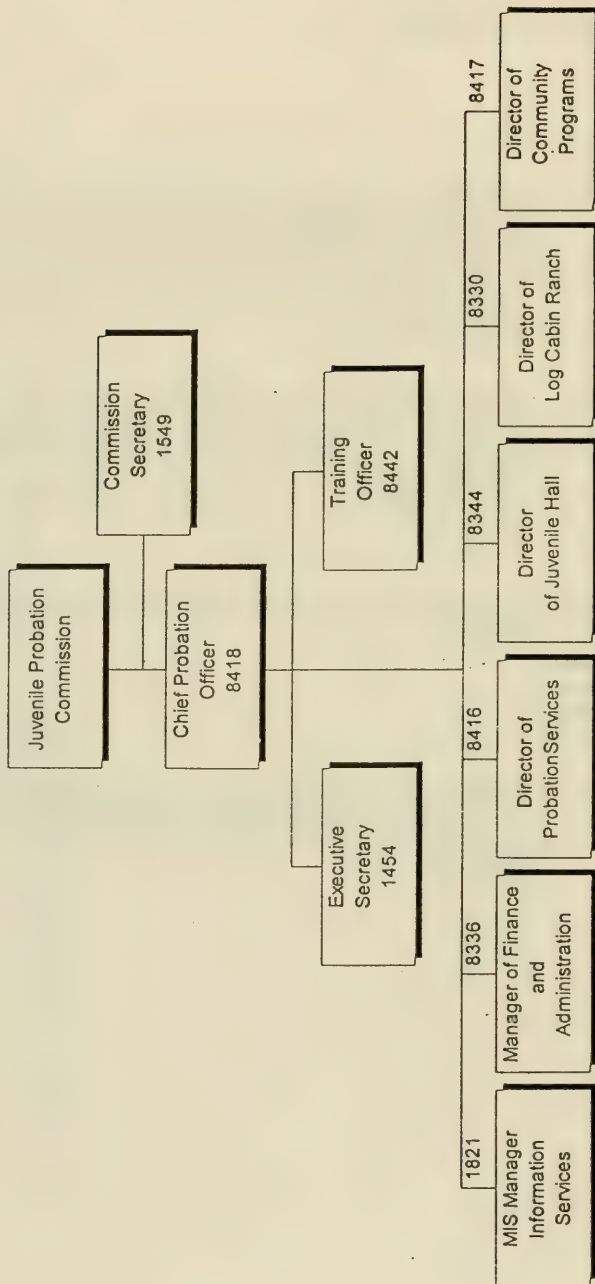
Significant Constraints on Recommendations or Policy Options (Consent Decree, State or Federal Law or Regulation, etc.)

Settlement Agreement between the Youth Law Center and the City and County of San Francisco.

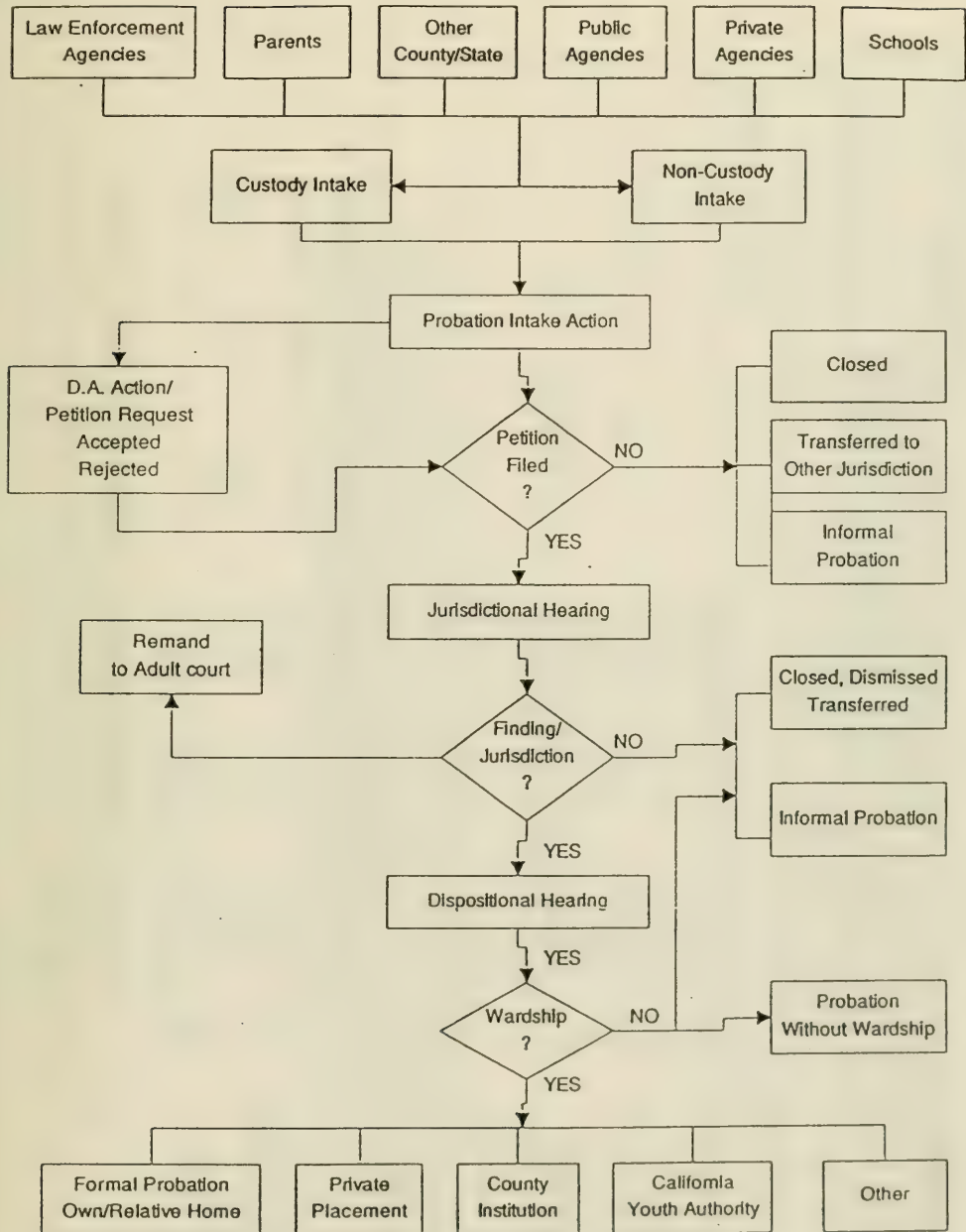
Major Policy Options

Increase the actual detainee population of Log Cabin Ranch from the currently self-imposed ceiling of 50 youths. The rated capacity of Log Cabin Ranch is 83 which, based on the needs of the City, could be the number of youths that can be served at Log Cabin Ranch at any one time.

San Francisco
Juvenile Probation Department
Executive Structure



San Francisco County Disposition of Referrals to Juvenile Probation



Department Summary

Department: JUVENILE PROBATION

Mission Statement:

The mission of the Juvenile Probation Department is to protect the public by providing for the treatment and rehabilitation of those youth of San Francisco who have been identified and referred by the Court, enabling them to lead productive, crime-free lives and to realize their full potential. The Department will accomplish this in the least restrictive manner commensurate with public safety and while working with the family of the youth whenever possible.

1993-94 Budgets by Program

Mayor's Budget Programs	FTE	Costs	1993-94	
			Revenues	Net General Fund
1 Probation Services	94	\$5,600,784	\$891,750	\$4,710,064
2 Administration & Support	46	2,771,040	0	2,621,049
3 Juvenile Hall	111	6,644,277	120,000	6,307,622
4 Log Cabin Ranch	26	1,893,277	43,000	1,847,882
5 Children's Baseline	7	1,587,865	0	1,589,167
<i>Subtotal</i>	284	\$18,497,243	\$1,054,750	\$17,075,784
Capital Improvements		554,400		554,400
TOTAL	284	\$19,051,643	\$1,054,750	\$17,630,184

1994-95

		1994-95 Expenditures			1994-95 Revenues		
		Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Probation Services	97	\$7,589,899	\$7,414,745	\$7,254,366	\$4,428,000	\$4,428,000	\$4,428,000
2 Administration & Support	47	3,111,189	3,115,212	3,091,725	0	0	0
3 Juvenile Hall	145	8,657,676	8,018,237	7,982,507	120,000	120,000	120,000
4 Log Cabin Ranch	27	2,333,888	2,350,917	2,352,174	43,000	43,000	43,000
5 Children's Baseline	12	1,921,538	1,630,129	1,686,777	0	0	0
<i>Subtotal</i>	328	\$23,614,190	\$22,529,240	\$22,367,549			
TOTAL		\$23,614,190	\$22,529,240	\$22,367,549	\$4,591,000	\$4,591,000	\$4,591,000

5/9/94

FY 1994-95 RECOMMENDATIONS

Department: Juvenile Probation
Program: Probation Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$7,589,899	\$7,414,745	\$7,254,366

Explanation of Differences:

Reduce the program budget as follows:

Savings

Personnel (New Positions)	No.	Classification	Title	Salaries	MEB	Other	Total
	3	8440	Probation Officer	\$137,595	\$26,301	\$0	\$163,896
	3	8442	Senior Probation Officer	\$144,435	\$27,202		\$171,637
		Total		\$282,030	\$53,503	\$0	\$335,533

Four of the six positions, the three 8440 Probation Officers and one of the 8442 Senior Probation Officers, are existing positions. These positions are recommended for deletion based on a comparison of San Francisco's Probation Officer caseloads with those of three other jurisdictions, which showed that San Francisco's supervision and out-of-home placement caseloads are generally lower. The two remaining 8442 Senior Probation Officer positions are two of four new positions being requested by the Juvenile Probation Department in connection with the Department's proposed new repeat/violent offender programs. The Budget Analyst believes that based on the Department's existing staff level, only two of the four positions are justified.

FY 1994-95 RECOMMENDATIONS

Department: Juvenile Probation
Program: Administration

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$3,111,189	\$3,115,212	\$3,075,024

Explanation of Differences:

Reduce the program budget as follows:

Personnel (New Positions)		Savings	
No.	Classification	Salaries	Other
1	1430	\$28,658	\$0
	Transcriber Typist	\$28,658	\$0
	Total	\$28,658	\$0
			\$35,165
			\$35,165

This position is one of three Transcriber Typist positions assigned to the Administrative Division. The Budget Analyst believes that the current workload in the Division only justifies the need for two of the three positions.

FY 1994-95 RECOMMENDATIONS

Department: Juvenile Probation
Program: Juvenile Hall

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$8,657,676	\$8,018,237	\$8,120,987

Explanation of Differences:

Reduce the program budget as follows:

Personnel (New Positions)						
No.	Classification	Title	Salaries	MFB	Other	Total
13	8207	Building and Grounds Patrol	\$416,600	\$90,382	\$0	\$506,982
1	7524	Institution Utility Worker	\$23,835	\$5,872	\$0	\$29,707
	Total		\$440,435	\$96,254	\$0	\$536,689

The Juvenile Probation Department is requesting a total of 13 classification 8207, Building and Grounds Patrol, positions at an annual cost of approximately \$506,982, to improve safety and security controlling the flow of people and material into and out of Juvenile Hall. Based on discussions with Departmental staff, the Budget Analyst believes that the level of additional security that would result from the Buildings and Grounds Patrol is not commensurate with the additional costs that would be incurred.

The Department is requesting two additional classification 7524, Institution Utility Worker, positions in addition to its existing 7524 position, at an annual cost of approximately \$59,415. We recommend that one additional Institution Utility Worker position be approved.

FY 1994-95 RECOMMENDATIONS

Department: Juvenile Probation
Program: Childrens' Baseline

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$1,921,538	\$1,630,129	\$1,705,392

Explanation of Differences:

Reduce the program budget as follows:

Personnel (New Positions)		Title	Savings			Total
No.	Classification		Salaries	MEB	Other	
2	1842	Management Assistant	\$68,492	\$14,652	\$0	\$83,144
1	1822	Administrative Analyst	\$38,271	\$7,529	\$0	\$45,800
1	1444	Secretary	\$24,052	\$5,973	\$0	\$30,025
		Subtotal	\$130,815	\$28,154	\$0	\$158,969
Other Expenditures						
		Five percent Cost-of-Living Allowance: Community-based Program			\$57,177	
		Subtotal				\$57,177
		Total				\$216,146

The new positions would be used to expand technical and clerical support to community-based services. Since the Department has not adequately demonstrated the effectiveness of the existing community-based programs (none of these programs has been formally evaluated), additional expenditures for these types of services are not justified at this time. An evaluation of the community-based programs is needed.

DEPARTMENT: Public Library

Overview

The Budget Analyst has identified the following seven programs in the Public Library: (1) Main Library, (2) Branch Libraries, (3) Technical Services, (4) Automation, (5) Support Services, (6) Administration and (7) Children's Budget. An organization chart is attached for further reference. However, for purposes of comparison with the Public Library's budget, we show combined totals for Technical Services/Automation and Support Services/Administration.

There are no significant changes in the Public Library's proposed FY 1994-95 budget as compared with the FY 1993-94 budget. The Public Library has complied with the Mayor's proposed \$452,000 reduction in their FY 1994-95 budget by adjusting the amount budgeted for salary savings.

Overall, the proposed recommendations include a total of \$222,692 annual savings from the elimination of three positions and a new downward classification in Administration, \$236,755 annual savings through contracting out custodial and security services in Support Services and \$237,944 of annual additional revenues by hiring a collection agency to recover outstanding fines and implementing a fee-for-service electronic online system for FY 1994-95. The revenue enhancement initiatives were developed by the City Librarian and have been approved in concept by the Library Commission.

In addition to these recommendations, the Budget Analyst has included the following major policy options for consideration by the Board of Supervisors:

- Increase overdue fines for adults and seniors, institute fines for children and eliminate the \$5 maximum for fines - estimated \$60,000 additional annual revenue.
- Close Branch Libraries, based on levels of use, extent of resources, population and geographic proximity to alternative Branches - up to \$828,870 savings annually.
- Transfer funding of dedicated children's services from the General Fund to the Children's Fund - \$343,435 annual savings.

However, it should be noted that Proposition E, based on an initiative petition, has been placed on the June 7, 1994 City ballot. Proposition E would require the City to establish a Library Preservation Fund, to maintain funding for the Public Library at a level no lower than the amount provided in FY 1992-93 and to keep the Main Library and all 26 Branch Libraries open for a specified minimum number of hours per week. Since Proposition E does not identify additional revenues to fund this increase in services, other City department's spending would have to be reduced or new revenues found to fund these increased Public Library services. The Controller estimates that Proposition E would result in a total funding commitment for the Public Library of approximately \$34 million in FY 1994-95, with this amount escalating in future years. This estimated \$34 million under Proposition E, is in comparison with the currently proposed FY 1994-95 Library budget of \$20.8 million, or an increase of \$13.2 million.

Public Library
City Librarian

Commission Secretary

Community Relations

Finance

Personnel

Support
Services

Facilities Mgmt.

Engineering

Stockroom/Mail

Custodial

Security

Technical
Services

Chief's Office

Purchasing

Selection
Coordination

Bibliographic
Control

Inventory

Physical
Processing

Preservation

Library
Automation

Coordinator

Network Services
Support

Audio/Visual
Support

Training &
Documentation

Children's
Services

Coordinator

Materials
Selection

Program
Coordinator

Main
Library

Chief of the
Main Library

General
Collections

Arts & Special
Collections

Business,
Science
& Documents

Project Read

Children's
Department

Branch
Libraries

Branch Admin.

Branch Room

6 Resource
Branches

14 Neighborhood
Branches

7 Reading
Centers

Library on
Wheels

Library for
the Blind

Department Summary

Department: PUBLIC LIBRARY

Mission Statement:

- Serve all members of community
- Resource for children, scholars, entrepreneurs and readers of all ages
- Provide free and equal access to information, knowledge, independent learning and the joys of reading
- Provide service through 26 Branches and Main Library

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	FTE	General Fund Costs	Revenues	Net General Fund Foundation Funds*
1 Main Library	123	\$4,932,972	\$0	\$4,932,972
2 Branch Libraries	109	\$5,512,576	\$0	\$5,512,576
3 Technical Svcs/Automation	40	\$3,815,374	\$0	\$3,815,374
4 Support Svcs/Administration	54	\$3,236,373	\$594,421	\$2,641,952
5 Children's Budget	59	\$3,077,316	\$0	\$3,077,316
TOTAL	385	\$20,574,611	\$594,421	\$19,980,190
				\$943,436

1994-95

	1994-95 General Fund Expenditures			1994-95 Program Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Main Library	\$5,176,951	\$5,176,951	\$5,176,951	\$0	\$0	\$0
2 Branch Libraries	\$5,426,158	\$5,426,158	\$5,426,158	\$0	\$0	\$0
3 Technical Svcs/Automation	\$3,812,825	\$3,812,825	\$3,812,825	\$0	\$0	\$0
4 Support Svcs/Administration	\$3,151,245	\$2,628,598	\$2,691,798	\$594,421	\$832,365	\$832,365
5 Children's Budget	\$3,275,010	\$3,275,010	\$3,275,010	\$0	\$0	\$0
TOTAL	\$20,842,189	\$20,319,542	\$20,382,742	\$594,421	\$832,365	\$832,365

* These funds support specific activities beyond General Fund Library Services. Totals do not include approximately \$2.7 million that has been awarded or donated to the Public Library in FY 1993-94 for the new Main Library, renovation of the Mission and Chinatown Branches, and other capital expenses.

Fiscal Year 1994-95 Recommendations

Department: Library
Program: Main Library

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$5,176,951	\$5,176,951	\$5,176,951

Explanation of Differences:

The Budget Analyst concurs with the Department. As stated above, we urge the the Library to plan now to achieve a more efficient allocation of staff when the transition to the new Main Library occurs. The Budget Analyst has been advised that the transition team for the new Main Library will address this issue.

Department: Public Library
Program: Main Library

Policy Options for 1994-95

1. If the recommendation regarding reclassification of Pages is not implemented, contract out shelving of all Library materials.

The Library currently uses a 3602 Page classification, at an hourly rate of \$10.88, to sort, shelve, cull and process books on the library shelves for use by Library patrons as well as to perform various other functions in the Library. Although the Library has determined that the San Francisco Conservation Corps cannot provide these services at a lower cost, the Library should further investigate the potential for contracting out such services, through the Private Industry Council (PIC) or other interested parties, to determine whether such services could be provided at a lower cost. In the Main Library, approximately 14,6 Page positions and in the Branch Libraries, approximately 7.5 Page positions could be affected. Until a bid is received or a viable contractor is selected, the estimated amount of savings cannot be accurately determined.

Department: Library
Program: Branch Libraries

Impact of Funding Adjustments:

1993-94 Funding Level: \$5,512,576
% 1993-94 \$ Amount Impact

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$5,426,158	\$5,426,158	\$5,426,158

Explanation of Differences:

The Budget Analyst concurs with the Department. Please see Budget Analyst Policy Options section for option that would close lowest-ranked Branch Libraries.

Department: Public Library
Program: Branches

Policy Options for 1994-95

1. Close Branch Libraries, based on levels of use, extent of resources, population and geographic proximity to alternative Branches. Estimated annual savings = \$237,621 up to \$828,870.

The Library ranked all of their facilities from one (most important) to 30 (least important) based on four basic criteria: (1) geographic proximity to a larger facility; (2) extent of available or special resources; (3) level of circulation and patron counts; and (4) geographic and population distribution. The following facilities represent the six lowest ranked facilities:

Branch	1993-94 Staffing	1993-94 Funding	Cumulative Funding Reduction
Library for Blind/Print Handicap*	5.1 FTEs	\$237,621	\$237,621
Golden Gate Valley Reading Center	1.75 FTEs	76,446	314,067
Glen Park Reading Center	1.9 FTEs	106,854	420,921
Ingleside Reading Center	3.15 FTEs	196,546	617,467
Presidio Reading Center	1.96 FTEs	93,717	711,184
Portola Reading Center	2.1 FTEs	117,686	828,870

*The Library reports that the Library for the Blind and Print Handicapped was ranked last because it serves the smallest clientele and could be provided by the State Library. By law, all blind residents have the right to talking book and braille collections offered through mail service, which is provided by the State Library. According to the Library, only three cities in California have opted, without any subsidy, to provide more personal services for their blind residents (Los Angeles, Fresno and San Francisco).

2. Transfer funding of dedicated children services from the General Fund to the Children's Fund. Estimated annual savings = \$343,435.

Proposition 1, the Children's Amendment approved by San Francisco's voters in 1991 established a baseline of funding for children's services which would continue to be funded in future years. However, due to an oversight, the Public Library did not initially identify all of their children's services. As a result, 5.5 FTE dedicated positions in the Branches, totalling approximately \$343,435 in FY 1993-94, have continued to be funded through the City's regular General Fund budget, rather than under the Children's Amendment. If these positions and funds could be transferred from the General Fund to the Children's Amendment additional dedicated funding source, it could result in an offsetting savings of up to \$343,435 to the General Fund. In addition, the Library reports that there is approximately \$184,000 of additional Page positions shelving children's books in the Branches, services provided to teenagers and other children's material and supplies costs that are funded with General Fund revenues that are not included in the above estimates.

Department: Library
Program: Technical Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$3,025,052	\$3,025,052	\$3,025,052

Explanation of Differences:

The Budget Analyst concurs with the Department.

Fiscal Year 1994-95 Recommendations

Department: Library
Program: Automation Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$787,773	\$787,773	\$787,773

Explanation of Differences:

The Budget Analyst concurs with the Department.

Department: Library
Program: Support Services

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$2,014,657	\$1,777,902	\$1,777,902

Explanation of Differences:

1. Contract out custodial services. Estimated annual savings = \$193,244

The Library currently provides all of its own custodial services with 20 Civil Service employees at an annual cost of \$715,244. In FY 1994-95, the City's General Fund will pay all of these costs. Based on one bid from a local janitorial firm, these services could be contracted out to a private contractor to provide the same level of service, at an estimated annual cost of \$522,000. This would result in an estimated annual savings of \$193,244 to the General Fund.

2. Contract out security services. Estimated annual savings = \$43,511

The Library currently provides all of its own security services with nine Civil Service employees at an annual cost of \$248,703. In FY 1994-95, the City's General Fund will pay all of these costs. Based on one bid from a local security company, these services could be contracted out to a private contractor to provide the same level of service, at an estimated annual cost of \$205,192. This would result in an estimated annual savings of \$43,511 to the General Fund.

Fiscal Year 1994-95 Recommendations

Department: Library
Program: Administration

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$1,136,588	\$850,696	\$913,896

Recommended 1994-95 Revenue Levels:

Department	Mayor's Office	Budget Analyst
\$594,421	\$832,365	\$832,365

Explanation of Differences: See next page

Explanation of Differences:

Administration: Budget Analyst Recommended Funding Cuts

1. The Budget Analyst recommends the elimination of one unfilled 3610 Library Assistant in the Finance sub-program (\$37,598).

2. We also recommend the elimination of one Recreation and Park Gardener workordered to the Library at an annual cost of \$57,000 and one 1446 Secretary within the Administration Division of the Library at an estimated annual cost of \$43,805, including fringe benefits. Additional volunteers will be used to augment gardening services at the Libraries.

3. The Library should develop a new Civil Service classification for only shelving responsibilities, while retaining the 3602 Page classification for other non-shelving responsibilities. This recommendation was developed by the City Librarian and approved, in concept, by the Library Commission. The new shelving classification, paid approximately \$6 per hour, would receive approximately \$4.88 less per hour than the 3602 Pages. Based on the 14.6 Page positions in the Main Library (\$55,770) and the 7.5 Page positions in the Branches (\$28,519) that could be shifted to this new classification, the Library could realize an annual savings of approximately \$84,289.

Administration: Budget Analyst Recommended Revenue Increases

1. Implement a fee-for-service electronic online system via computer or facsimile machine. Estimated additional annual revenue = \$22,650.

The Public Library could implement a fee-for-service system whereby full text articles could be delivered from the San Francisco Public Library online system and/or from other service providers via computer or facsimile machine. The City Librarian developed this revenue proposal, which has been approved in concept by the Library Commission. If the Library used their own system, assuming a \$5 charge per transaction, a \$.25 charge per page and an average of three pages per transaction, based on an estimated 20 transactions per day, there would be approximately 6,000 transactions per year, which could generate approximately \$34,500 annually. The Library reports that such a system could potentially be implemented by January 1, 1995 with existing staff. Assuming implementation for six months in FY 1994-95 would generate approximately \$17,250.

In addition, if the Public Library contracts with another provider for these on-line services, the Library estimates that the average charge would be \$12 per transaction, of which the Library would receive ten percent of the total charges generated. If 30 transactions occurred each day, it would result in approximately 9,000 transactions per year, or approximately \$108,000 of total charges, of which the Library would receive approximately \$10,800 annually. Assuming implementation for six months in FY 1994-95 would generate approximately \$5,400.

If these systems are successful, there may be the potential for increased revenues in future years.

2. Conduct competitive bidding for collection agency to recover outstanding fines and lost books. Estimated additional annual revenue = \$215,294.

The Library estimates that, as of March 18, 1994, there was approximately \$2.8 million of delinquent fines, lost books, including processing fees, and other late fines owed to San Francisco's Public Library. In accordance with the City's Administrative Code Section 10.38, the Public Library is responsible for collecting its own debts for all accounts under \$300. Based on a survey, the Budget Analyst reports that numerous public libraries in the State, including Berkeley, Oakland, Los Angeles and San Diego use collection agencies to recover their outstanding fine and lost book revenues. The Library should conduct a competitive bid to secure a collection agency to recover the City's outstanding fines and lost book revenues, as proposed by the City Librarian and approved, in concept, by the Library Commission. The Library estimates that, assuming one-half of the fine revenues and ten percent of the payments for lost books would be recovered, a total of \$430,587 would be recouped. However, based on discussions with the Tax Collector's Office, assuming that the City would be required to pay the collection agency approximately 50 percent of the revenue recovered, the City's net revenues would be approximately \$215,294 in FY 1994-95.

Department: Public Library
Program: Administration

Policy Options for 1994-95

1. Increase overdue fines for adults and seniors, institute fines for children and eliminate the \$5 maximum for fines. Estimated additional annual revenue = \$60,000.

Current overdue fines are \$.10 per day for adults and \$.05 per day for seniors for each overdue book, except for videotapes which are \$1.00 per day and CDs which are \$.50 per day. However, regardless of the length of time that an individual keeps a book, the Library does not charge more than \$5 for any overdue book. Therefore, at \$.10 per day, a delinquent patron reaches this maximum after 50 days. These fines were last increased in 1990. The Library has budgeted \$119,952 of revenue from the current overdue fines for FY 1993-94. According to the Library, children's finds were eliminated in 1974 based on a Task Force Study and the Library's current policy is that no fines are charged to children. It should be noted that Public Library cards are free, there is no charge to check out books or other materials and these materials can be renewed at no additional charge. The Budget Analyst recommends that overdue fines be increased for both adults and seniors to \$.15 per day per book, that children be charged \$.05 per day per book and that the Library charge a maximum overdue fine of the price of the book. Due to the lack of available data, we cannot accurately estimate the amount of additional annual revenue such changes in fines would generate. However, such changes should result in a minimum of a 50 percent increase in revenues, or approximately \$60,000 annually. Furthermore, more materials will be returned to the Library in a timely fashion, permitting greater circulation of existing materials.

Fiscal Year 1994-95 Recommendations

Department: Public Library
Program: Office of Children's Services*

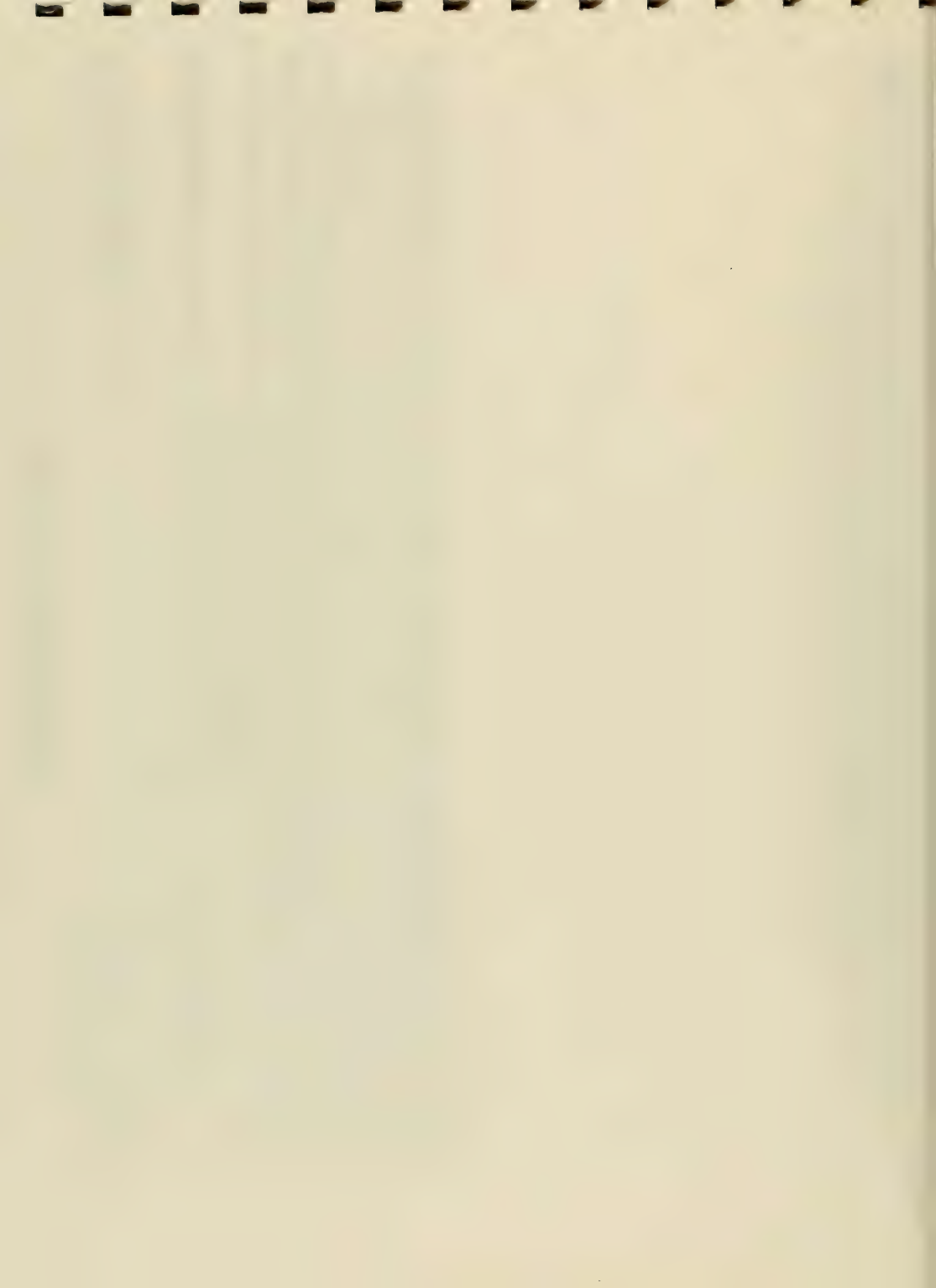
Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$248,722	\$248,722	\$248,722

Explanation of Differences:

The Budget Analyst concurs with the Department.. Please see Policy Options/Branches for discussion of transferring funding of dedicated Children's Services from the General Fund to the Children's baseline.

* The Office of Children's Services (OCS) is a baseline funded program through the Children's Amendment. Note that the adjustment shown here pertain exclusively to OCS, and not to the other Library activities funded through the Children's Amendment in the Main, Branches, Technical Services and Automation..



PROGRAM and BUDGET RECOMMENDATIONS

DEPARTMENT No.: 4
DEPARTMENT NAME: District Attorney

Description of Services and Performance Measures

The mission of the District Attorney's Office is to investigate and prosecute all felony and misdemeanor offenses committed by adults and juveniles in the County of San Francisco. The District Attorney is also responsible for handling all aspects of child support cases, environmental violations, consumer protection matters, and providing services to victims of crime.

Restructuring or Other Significant Changes:

None.

Significant Constraints on Recommendations or Policy Options (Consent Decree, State or Federal Law or Regulation, etc.)

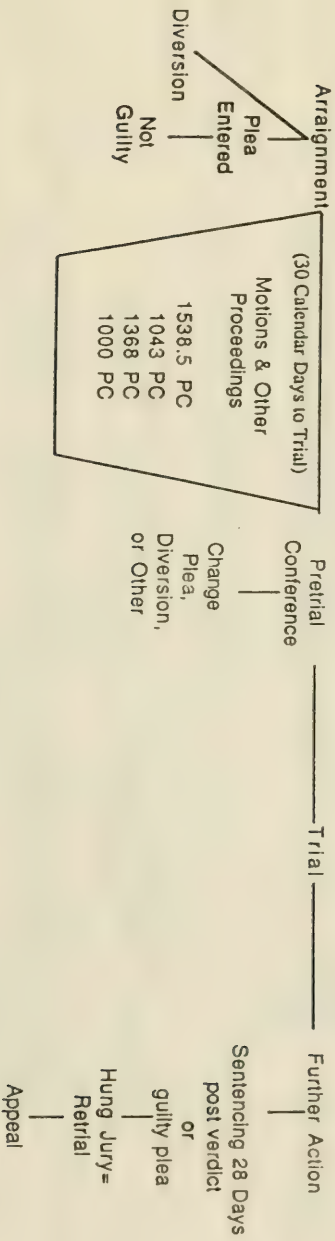
California Constitution Article 5, Section 13, and Article 11, Section 4.
California Government Code Section 24000 (a) and Sections 36500 through and including 36542.
San Francisco City Charter Section 3.402.
Constraints are also placed on the operation of the District Attorney by sections of the Federal and State Constitutions, State statutes, and judicial decisions relating to the manner in which litigation and investigations are to be conducted.

Major Policy Options

Establish a General Assistance Fraud Investigation Unit in the District Attorney's Office for the purpose of investigating suspected cases of welfare fraud within the General Assistance Program. The Unit would (1) investigate and seek arrest warrants, when appropriate, for individuals who embezzle money from the GA system, and (2) provide information and feedback to eligibility staff along with recommendations to reduce, discontinue, or deny aid to fraudulent applicants or recipients of aid.

MISDEMEANOR PROCEDURE

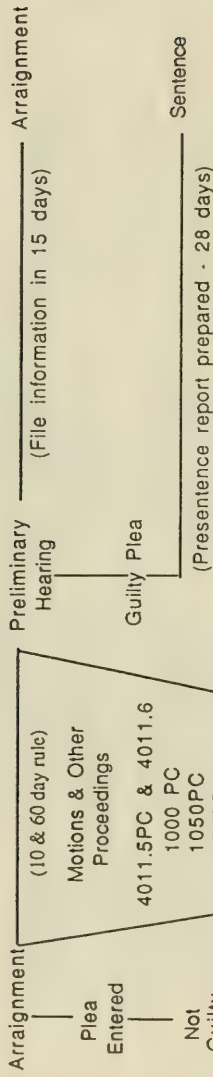
MUNICIPAL COURT PROCEEDINGS



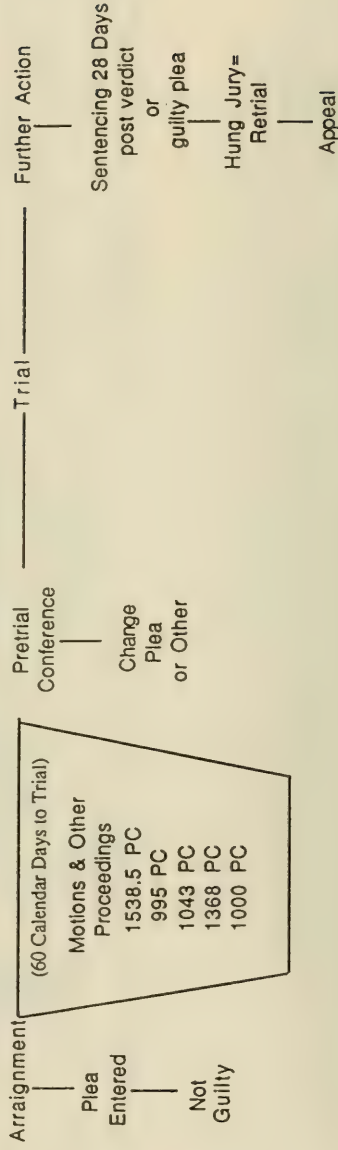
FELONY PROCEDURE

MUNICIPAL COURT

SUPERIOR COURT



SUPERIOR COURT PROCEEDINGS



Department Summary

Department: DISTRICT ATTORNEY

Mission Statement:

The mission of the District Attorney's Office is to investigate and prosecute all felony and misdemeanor offenses committed by adults and juveniles in the County of San Francisco. The District Attorney is also responsible for handling all aspects of child support cases, environmental violations, consumer protection matters, and providing services to victims of crime.

1993-94 Budgets by Program

1993-94

Mayor's Budget Programs

	FTE	Costs	Revenues	Net General Fund
1 Criminal & Civil Prosecuti	229	\$17,857,293	\$2,819,251 ⁴	15,038,042
2 Family Support Program	121	10,162,724	10,190,350	(27,626)
<i>Subtotal</i>	350	\$28,020,017	\$13,009,601	\$15,010,416

Capital Improvements

TOTAL	350	\$28,020,017	\$13,009,601	\$15,010,416
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1994-95

1994-95 Expenditures

	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Criminal & Civil Prosecuti	229	\$18,985,027 ²	\$18,577,922	\$18,884,457	\$3,634,124	\$3,634,124
2 Family Support Program	121	11,023,251	11,023,251	11,023,251	10,962,541	10,962,541
TOTAL	350	\$30,008,278	\$29,601,173	\$29,907,708	\$14,596,665	\$14,596,665

1994-95 Revenues

5/9/94	1	2	3
	Workorder: \$1,004,082	General Fund Amount:	Workorder: \$1,718,955
	Grant: \$1,681,169	\$15,350,903	Grant: \$1,681,169
	Other: \$134,000		Other: \$234,000

FY 1994-95 RECOMMENDATIONS

Department: DISTRICT ATTORNEY
Program: CRIMINAL AND CIVIL PROSECUTION

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$18,985,027	\$18,577,922	\$18,884,457

Explanation of Differences:

No.	Classification	Title	Salaries	MFB	Other	Total
1	1708	Senior Telephone Operator	\$31,246	\$6,847	\$0	\$38,093
To eliminate one of two Senior Telephone Operator positions not essential to the Department's functioning.						
1	8146	District Attorney's Investigator	\$52,799	\$9,678	\$0	\$62,477
To eliminate a District Attorney's Investigator position that is serving a media function.						
TOTAL						\$100,570

5/9/94

Policy Options

Department: , DISTRICT ATTORNEY

Program: CRIMINAL AND CIVIL PROSECUTIONS

Policy Options for 1994-95

Citation Hearing Unit

The Welfare Fraud Unit (WFU) in the District Attorney's Office is responsible for the identification of fraudulently received public funds by recipients of aid programs administered by the City's Department of Social Services (DSS). The major aid programs, shown with the funding source for each, are as follows:

Program	Funding Source		
	General Fund	State	Federal
Aid to Families with Dependent Children (AFDC)	5%	45%	50%
Non-Assistance Food Stamps	0	0	100%
General Assistance (GA)	100%	0	0

Currently, on an annual basis, the following amounts are identified by the WFU as fraudulent overpayments. Approximately fifty-five percent of the identified amounts are collected.

Program	Identified	Collected
AFDC	\$2,000,000	\$1,100,000
Food Stamps	\$500,000	\$275,000
GA	\$500,000	\$275,000
Total	\$3,000,000	\$1,650,000

The District Attorney's Welfare Fraud Unit currently consists of the following 14 authorized positions:

Number	Classification	Title	Number	Classification	Title
2	8178	Senior Attorney	8	8146	DA Investigator
1	8150	Principal DA Investigator	1	1426	Senior Clerk Typist
1	8147	Senior DA Investigator	1	1458	Legal Secretary I

Policy Options

The Welfare Fraud Unit refers all cases of identified overpayment to the Eligibility and Collection staff of the DSS and concurrently conducts a criminal prosecution review for those cases involving sums in excess of \$3,000.

Currently, the WFU refers most cases (those not involving multiple aid, false identification, or previous overpayment claims) of fraudulent overpayment of between \$1,000 and \$3,000 to the DSS Eligibility and Collection staff without a concurrent criminal prosecution review, due to insufficient staffing to conduct such reviews. Such fraudulent overpayment claims of between \$1,000 and \$3,000 constitute approximately 75 percent of the total number of fraud claims processed and approximately 60 percent of the dollar value of all fraud claims processed. This policy option is to establish an investigative team within the WFU to process AFDC, Food Stamp, and GA overpayment claims of \$1,000 to \$3,000 through a Citation Hearing process. Citation Hearings are non-judicial hearings used in minor criminal cases, wherein the hearing is held before a Assistant District Attorney.

Under this proposal, all cases of fraudulent overpayment claims between \$1,000 and \$3,000 would receive an in-depth review and when appropriate would be referred to a prosecution attorney for a Citation Hearing. Use of the Citation Hearing process would minimize the case preparation time and would serve to reinforce the current administrative and civil collection effort by affording the claimant the opportunity to voluntarily agree to pay back the money owed without further Court action.

For the six month period of July 1, 1993, through December 31, 1993, fraudulent overpayment claims, which were referred to the DSS without a concurrent criminal prosecution review, totaled \$919,671. The estimate annualized amount of these claims is approximately \$1.8 million. Based on DSS's current collection rate of approximately 55 percent of the amounts owed, approximately \$990,000 of the \$1.8 million would be collected. The District Attorney estimates that the Citation Hearing process will, at a minimum, increase collections by 20 percent, which, based on the \$1.8 million in claims, would generate an additional \$360,000 annually.

The personnel resources that would be required to implement a Citation Hearing Unit are as follows:

Number	Classification	Title	Salary at Top Step	Mandatory Fringe Benefits		Total
1	8147	Senior DA Investigator	\$57,394	\$17,030		\$74,424
1	8146	DA Investigator	\$52,800	\$16,028		\$68,828
Total			\$110,194	\$33,058		\$143,252

Costs for Deputy District Attorneys associated with the proposed Citation Hearing Unit would be absorbed in the District Attorney's proposed budget.

Policy Options

Department: DISTRICT ATTORNEY
Program: CRIMINAL AND CIVIL PROSECUTIONS

Policy Options for 1994-95

General Assistance Fraud Investigation Unit

The Welfare Fraud Unit (WFU) in the District Attorney's Office is responsible for the identification of fraudulently received public funds by recipients of aid programs administered by the City's Department of Social Services (DSS). The major aid programs, shown with the funding source for each, are as follows:

Program	Funding Source		
	General Fund	State	Federal
Aid to Families with Dependent Children (AFDC)	5%	45%	50%
Non-Assistance Food Stamps	0	0	100%
General Assistance (GA)	100%	0	0

Currently, on an annual basis, the following amounts are identified by the WFU as fraudulent overpayments. Approximately fifty-five percent of the identified amounts are collected.

Program	Identified	Collected
AFDC	\$2,000,000	\$1,100,000
Food Stamps	\$500,000	\$275,000
GA	\$500,000	\$275,000
Total	\$3,000,000	\$1,650,000

The District Attorney's Welfare Fraud Unit currently consists of the following 14 authorized positions:

Number	Classification	Title	Number	Classification	Title
2	8178	Senior Attorney	8	8146	DA Investigator
1	8150	Principal DA Investigator	1	1426	Senior Clerk Typist
1	8147	Senior DA Investigator	1	1458	Legal Secretary I

Policy Options

Currently, within the Welfare Fraud Unit, there are no investigators specifically designated to process General Assistance fraud cases. The GA cases that are currently referred to the WFU are primarily automated referrals generated through the Integrated Earnings Verification System (IEVS), which provides an automated match of GA recipients with persons listed in the State Department of Employment files. Because the WFU lacks resources to process GA fraud cases, there are few referrals for other types of GA fraud investigation. The City's DSS eligibility staff are aware of the WFU's limitations for investigating GA fraud so they do not routinely refer cases for investigation. The WFU is able to process the GA IEVS cases by "piggybacking" these referrals onto the investigation and verification system used to process the AFDC and Food Stamp IEVS referrals.

This policy option is to establish a unit of investigative staff within the Welfare Fraud Unit for the purpose of investigating suspected cases of welfare fraud within the General Assistance Program. This unit would (1) investigate and seek arrest warrants, when appropriate, for individuals who embezzle money from the GA system and (2) provide information and feedback to eligibility staff along with recommendations to reduce, discontinue, or deny aid to fraudulent applicants or recipients of aid. No such investigative unit currently exists, which is the reason for the low rate of GA referrals from the DSS eligibility staff.

The District Attorney estimates that the rate of fraud in the GA Program is at least as high as the rate experienced in the AFDC Program. Using the AFDC fraud referral rate of 12 percent of the total active caseload as a benchmark, the District Attorney estimates that, at a minimum, approximately \$2,500,000 in GA payments are fraudulently claimed, annually, by other than unreported earnings cases that are currently identified through the IEVS system.

The District Attorney advises that in the current Welfare Fraud Unit, one Investigator position equates to approximately \$450,000 in identified overpayments and over \$247,500 in collections annually. Under this proposal, the District Attorney would hire six District Attorney Investigators to staff the proposed General Assistance Fraud Investigation Unit. Based on each one of these positions equating to approximately \$450,000 in identified overpayments, a total of approximately \$2,700,000 in such overpayments would be identified. Of the \$2,700,000, at least \$1,485,000, or approximately 55 percent, would be collected. The estimated cost of the General Assistance Fraud Investigation Unit is \$550,251, as follows:

Personnel Number	Classification	Title	Salary at Top Step	Mandatory Fringe Benefits	Subtotal	Total
1	8147	Senior DA Investigator	\$57,394	\$17,030	\$74,424	
5	8146	DA Investigator	\$264,000	\$80,140	\$344,140	
1	1426	Senior Clerk Typist	\$33,069	\$9,168	\$42,237	
Subtotal			\$321,394	\$97,170	\$460,801	\$460,801

Policy Options

Equipment

4	Vehicles	\$66,000
	Miscellaneous Equipment (cameras, recording devices)	\$5,000
7	Computer Terminals @ \$850 each	\$5,950
1	Printer	<u>\$2,000</u>

Subtotal

\$78,950

Operating Expenses

Vehicle Maintenance
Training

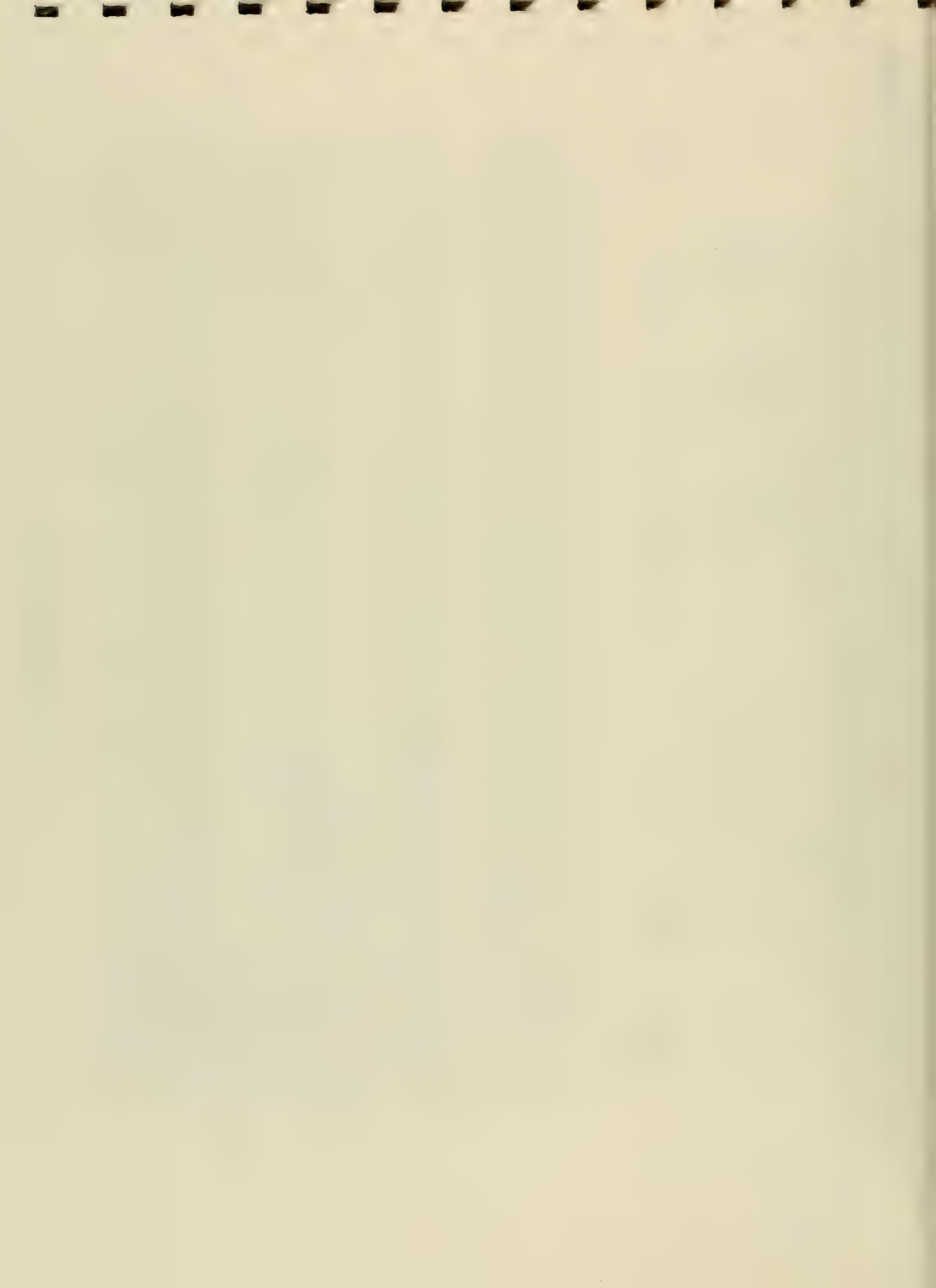
Subtotal

\$8,000	
<u>\$2,500</u>	
\$10,500	<u>\$10,500</u>

TOTAL

\$550,251

The proposed General Assistance Fraud Investigation Unit would require an additional 8178 Senior Attorney position in FY 1995-96.



DEPARTMENT No.: 5
DEPARTMENT NAME: Public Defender

Description of Services
and Performance
Measures

The mission of the Public Defender is to represent indigents in the San Francisco Courts in Misdemeanor, Felony, Juvenile, and Mental Health cases.

Restructuring or Other
Significant Changes:

None.

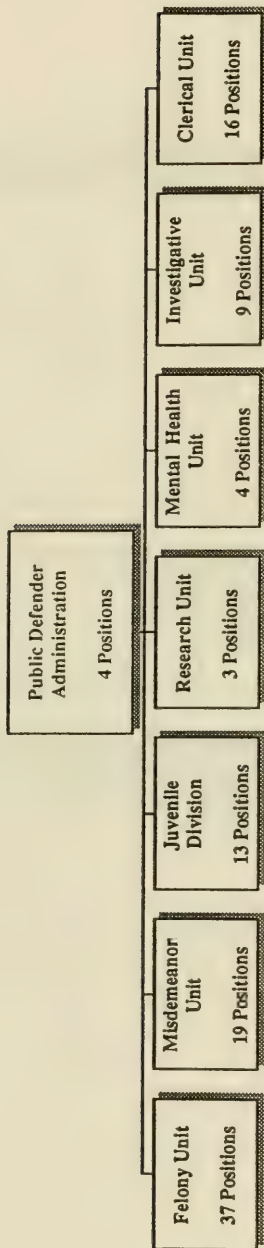
Significant Constraints on
Recommendations or
Policy Options (Consent
Decree, State or Federal
Law or Regulation, etc.)

Government Code Section 27706
Article 1, California Constitution
6th Amendment, U.S. Constitution
Charter Section 3.403

Major Policy Options

Establish a separate Public Defender function within the City or through a nonprofit organization to represent defendants who cannot be represented by the current Public Defender because of representation conflicts.

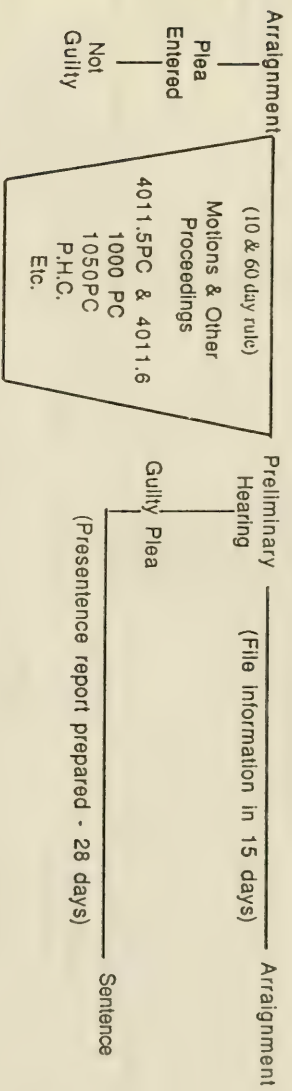
Public Defender



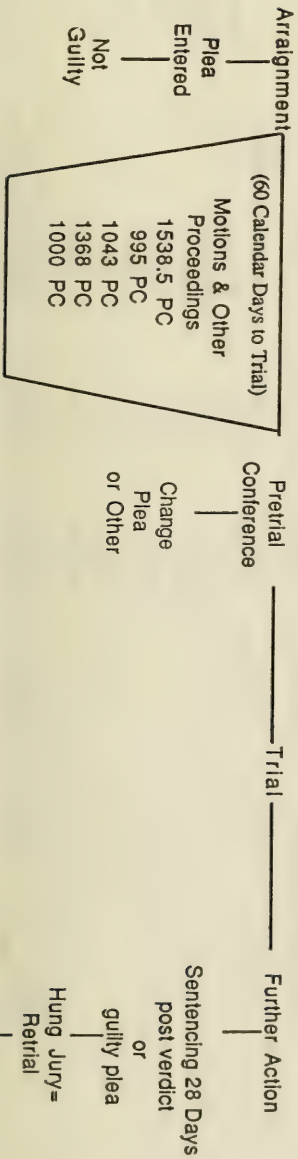
FELONY PROCEDURE

MUNICIPAL COURT

SUPERIOR COURT

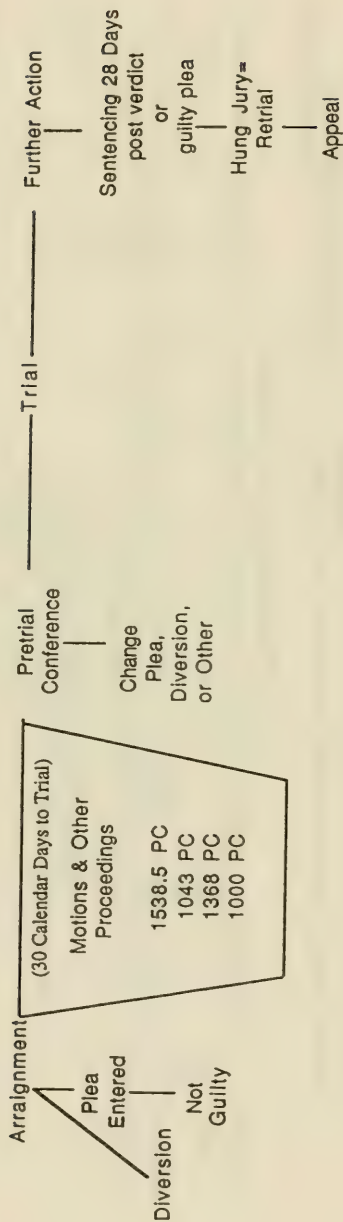


SUPERIOR COURT PROCEEDINGS



MISDEMEANOR PROCEDURE

MUNICIPAL COURT PROCEEDINGS



Department: PUBLIC DEFENDER

Department Summary

Mission Statement:

The mission of the Public Defender is to represent indigents in the San Francisco Courts in Misdemeanor, Felony, Juvenile and Mental Health cases.

1993-94 Budgets by Program

1993-94

Mayor's Budget Programs

	FTE	Costs	Revenues	Net General Fund
1 Felony Unit	37 *	\$3,949,940	\$25,000	\$3,924,940
2 Misdemeanor Unit	19 *	1,571,167		\$1,571,167
3 Juvenile Division	13	942,793		\$942,793
4 Research Unit	3	310,357		\$310,357
5 Mental Health	4	405,869		\$405,869
6 Investigate Unit	9	700,822		\$700,822
7 Clerical Unit	16	794,833		\$794,833
8 Administrative	4	419,710		\$419,710

Subtotal

105	\$9,095,491	\$25,000	\$9,070,491
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Capital Improvements

TOTAL	105	\$9,095,491	\$25,000	\$9,070,491
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1994-95

1994-95 Expenditures

FTE	Department	Mayor	Budge. Analyst
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1994-95 Revenues

Department	Mayor	Budge. Analyst
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1 Felony Unit	37 *	\$4,027,625	\$3,698,756	\$4,027,625		
2 Misdemeanor Unit	19	1,600,277	1,469,610	1,369,253	\$25,000	
3 Juvenile Division	13	964,135	885,410	964,135		
4 Research Unit	3	316,307	290,480	316,307		
5 Mental Health	4	413,533	379,767	413,533		
6 Investigate Unit	9	713,256	655,016	713,256		
7 Clerical Unit	16	808,597	742,572	808,597		
8 Administrative	4	423,889	389,277	423,889		
TOTAL	105	\$9,267,619	\$8,510,888	\$9,036,595	\$25,000	\$25,000

* One Salary Savings Position

FY 1994-95 RECOMMENDATIONS

Department: PUBLIC DEFENDER
Program: MISDEMEANOR UNIT

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$1,600,277	\$1,469,610	\$1,369,253

Explanation of Differences:

No.	Classification	Title	Salaries	Savings		Total
				MFB	Other	
2	8176	Trial Attorney	\$139,265	\$23,781	\$0	\$163,046
1	8174	Attorney	57,397	10,581	0	67,978
	Total					\$231,024

To delete positions in the Misdemeanor Unit excess to the minimum essential to required to accomplish the Misdemeanor Unit's objectives.

5/9/94

Policy Options

Department: Public Defender

Programs: Administration, Felony, Juvenile Delinquency, Dependency, Research

Policy Options for 1994-95

The Public Defender is required to "conflict out" of court cases wherein that Office's representation would involve a "conflict." Examples of such "conflict cases" are cases involving multiple defendants, cases involving witnesses previously represented by the Office, and cases involving defendants who have certain relationships with defendants currently or previously represented by the Public Defender.

When such conflicts arise, as identified by the Public Defender, the Courts appoint legal defense from lists of private attorneys, previously qualified for such court appointments by the San Francisco Bar Association. During fiscal year 1993-94, we estimate that a conflict attorney appointments will be made in approximately 8,418 court cases, involving cases in the Superior, Juvenile, and Municipal Courts, at a cost of approximately \$8,330,000. This "conflict caseload" represents approximately 29% of all indigent defense representations, yet the costs for these appointed representations account for approximately 47% of all indigent representations. In contrast, annual expenditures incurred by the Public Defender in representing approximately 20,736 indigent defendants are approximately \$9,310,000.

This policy option is to pursue an in-depth study and analysis of the advantages and disadvantages, costs and benefits, of establishing within the City an alternate public defender office, whether within the City and County government or through a nonprofit organization, to process the preponderance of cases that the Public Defender cannot represent because of a conflict.

The personnel costs of staffing an alternate public defender office, based on the organizational structure of the existing Public Defender Office, would be as follows:

Function Administration:	Classification Title	No.	Annual Salary	Function Research	Classification Title	No.	Annual Salary
	8193 Chief Attorney	1	\$107,049				
	1650 Accountant	1	35,874		8178 Senior Atty.	1	73,575
	1512 Office Manage	1	47,228		8173 Legal Asst.	1	43,065
	8108 Sr. Legal Pro- cess Clerk	1	32,298				
	1708 Telephone Operator	1	30,628				
	Salaries		\$253,077		Salaries		\$116,640
	Fringe Benefits		48,085		Fringe Benefits		22,162
	Total		\$301,162		Total		\$138,802

Policy Options

<u>Function</u>	<u>Classification Title</u>	<u>No.</u>	<u>Annual Salary</u>	<u>Function</u>	<u>Classification Title</u>	<u>No.</u>	<u>Annual Salary</u>
Felony				Juvenile			
Caseload	8182 Head Atty.	2	\$192,383	Delinquency	8180 Prin. Atty.	1	\$89,431
(3,000 Cases)	8180 Prin. Atty.	8	715,453	(500 Cases)	8176 Trial Atty.	1	62,013
	8178 Senior Atty.	6	441,455		8174 Attorney	1	52,304
	8176 Trial Atty.	2	124,027		2940 Social Worker	1	48,846
	8143 Sr. Investigator	1	52,304		8142 Investigator	2	96,282
	8142 Investigator	2	96,282		1444 Secretary	1	29,480
	1458 Legal Secy. I	1	40,063				
	1444 Secretary I	2	58,952				
	Salaries		\$1,720,926		Salaries		\$378,356
	Fringe Benefits		326,976		Fringe Benefits		71,888
	Total		\$2,047,902		Total		\$450,244

<u>Function</u>	<u>Classification Title</u>	<u>No.</u>	<u>Annual Salary</u>	<u>Personnel</u>	<u>Total Costs</u>
Dependency				Salaries	\$2,777,512
Caseload	8180 Prin. Atty.	1	\$89,431	Fringe Benefits	527,727
(400 Cases)	8176 Trial Atty.	1	62,013	Subtotal	\$3,305,239
	8174 Attorney	1	52,304	Operating Costs	\$650,000
	2940 Social Worker	1	48,846	Third Party Conflicts	\$900,000
	1444 Secretary	1	29,480		
	Receptionist/ Clerk	1	26,432		
	Salaries		\$308,513		
	Fringe Benefits		58,617		
	Total		\$367,130		

The personnel costs enumerated above do not include such costs for misdemeanor, appellate, or mental health cases. The number of conflict cases in each of those categories is too small and would, as currently envisioned, be processed by the felony caseload attorneys.

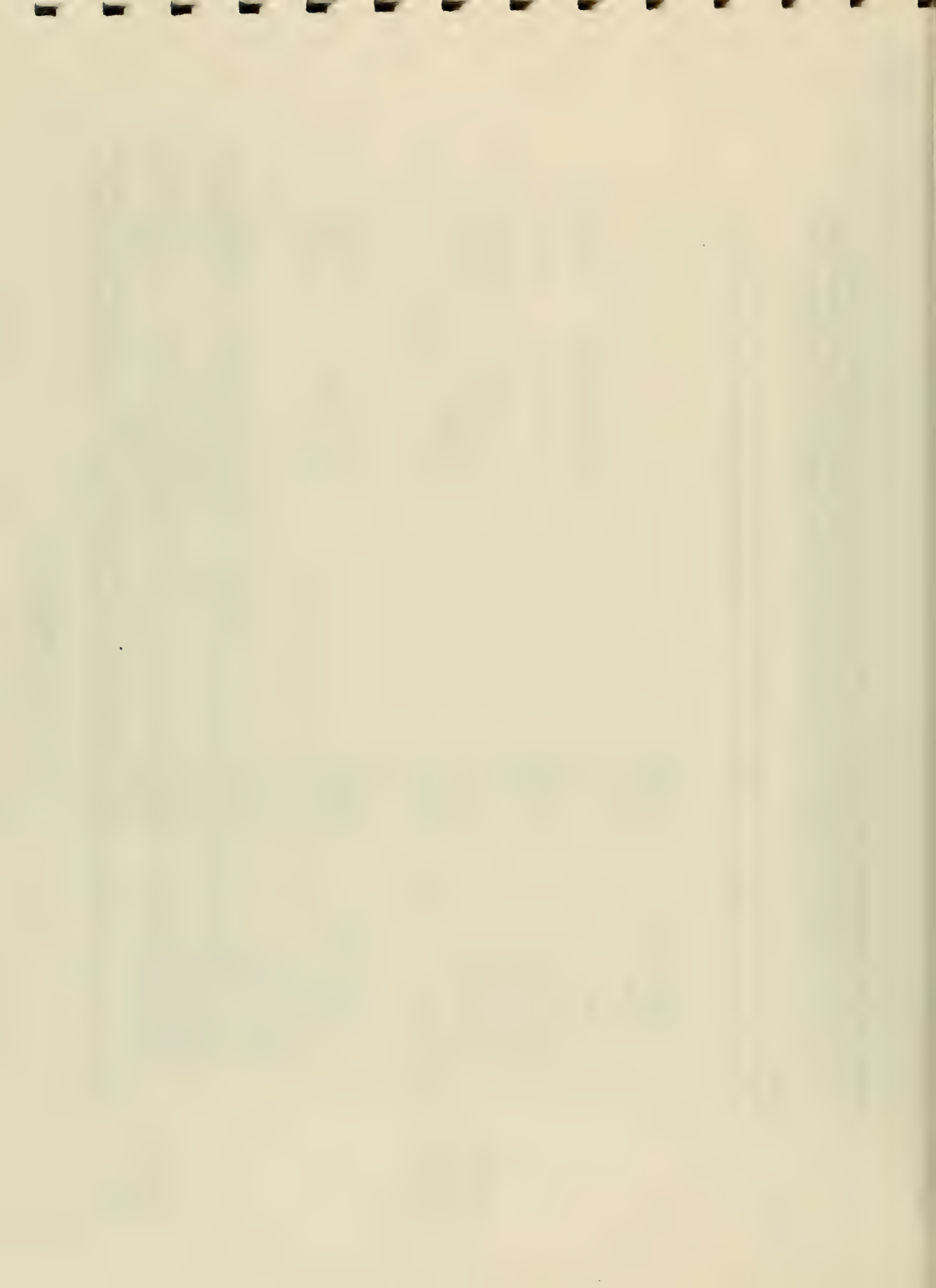
Representation for every conflict case in each category enumerated has not been included in the design of this plan. There will be third person conflicts that neither the Public Defender nor the alternative Public Defender will be able to represent. The estimated caseload associated with such third person conflicts is 1,000, at an estimated cost of \$900,000. In addition, there would be a cost for the

Policy Options

associated with such third person conflicts is 1,000, at an estimated cost of \$900,000. In addition, there would be a cost for the continuation of existing conflict representations of continuing cases, especially for dependency cases.

We estimate the first year costs of computers, equipment, rent, expert witnesses, autos, and supplies to be approximately \$1 million. Subsequent annual costs we estimate to be approximately \$650,000.

The Budget Analysis notes that this policy option involves complex and controversial issues. There would be considerable detail to work out and policies to be decided before undertaking a concrete plan.



Department: TAX COLLECTOR

Overview

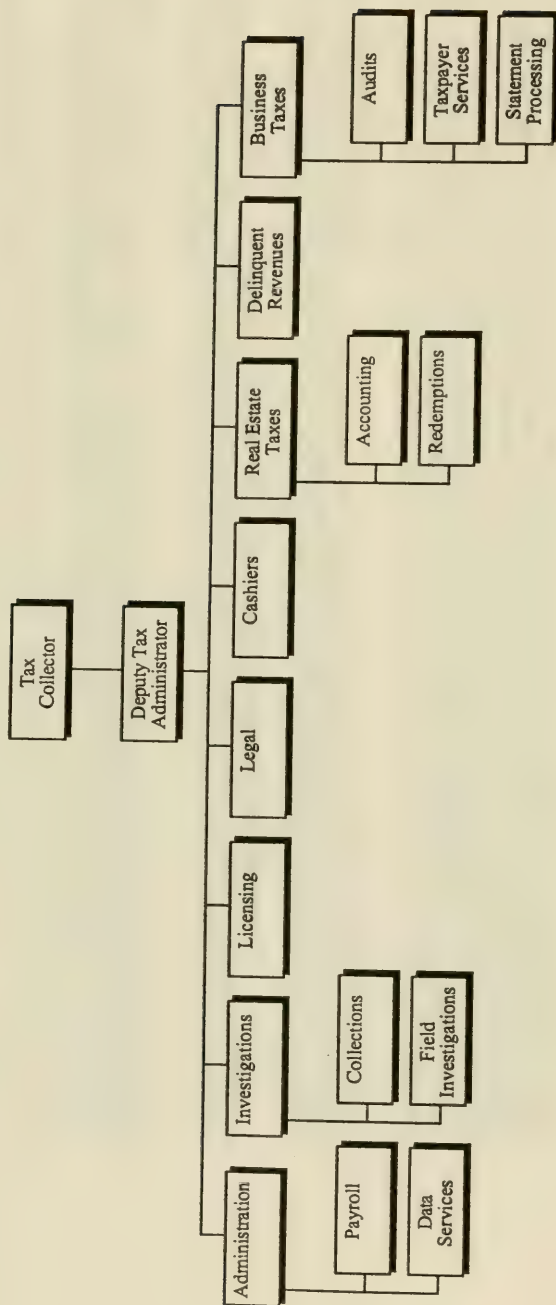
The chart on the next page shows the Tax Collector's organization. For purpose of this zero based analysis we have divided the Department's budget as follows: Business Tax, Delinquent Revenue and All Other Treasurer/Tax Collector Programs. The budgetary data presented in this report is based on the Phase C Department Request 1994-95 budget as of April 29, 1994.

The Tax Collector's Offices is responsible for billing and collection of real and personal property as well as the City's Business and Gross Receipts Tax, Hotel Tax, Parking Tax and other local taxes, licenses and permits. The Tax Collector is also responsible for auditing of businesses to insure that they are paying all required City taxes and fees.

The most significant change in the Tax Collector's Office is that the number of audits has been reduced due to time expended by audit staff on implementation of a new computer system for billings and collections of business taxes and due to budgetary reductions of clerical personnel in the fiscal year 1993-94 budget which has required audit personnel to do more clerical and administrative duties.

Unlike other departments to be reviewed in the zero based budget project, the Tax Collector's Office was limited to revenue producing opportunities. This review by the Mayor the Budget Analyst identified areas with increased revenue potential, reviewed these areas with the Department and the Controller's Office and are making recommendations to increase staffing in certain areas to generate increased revenues. Due to the time required to fill the positions, train the incumbents, conduct audits, resolve appeals and collect the increased revenues the Budget Analyst is not recommending that revenues be increased in fiscal year 1994-95 of more than the cost of certain positions, which the Budget Analyst is recommending. Due to the increased revenue potential in future years, however, the Budget Analyst is recommending some of the positions that the Department has requested.

Tax Collector's Office



Department Summary

Department: TAX COLLECTOR

Mission Statement:

- Receive and deposit all monies from taxes, licenses and other fees due to the City.
- Provide collection of delinquent accounts due to other City departments.

1993-94 Budgets by Program

1993-94

Mayor's Budget Programs

	FTE	Costs	Revenues	Net General Fund
1 Business Tax	41	\$3,191,104	\$0	\$3,191,104
2 Delinquent Revenue	39	\$2,572,393	\$0	\$2,572,393
3 All Other Programs	64	\$4,276,547	\$0	\$4,276,547

Subtotal 144 \$10,040,044 \$0 \$10,040,044

Capital Improvements \$24,000

TOTAL \$144 \$10,064,044 \$0 \$10,040,044

1994-95

1994-95 Expenditures

Department	Mayor	Budg. Analyst
1 Business Tax	\$3,475,607	\$3,112,276
2 Delinquent Revenue	3,399,579	3,246,933
3 All Other Programs	4,558,735	4,558,735

1994-95 Revenues*

Department	Mayor	Budg. Analyst
1 Business Tax	\$3,000,000	\$363,331
2 Delinquent Revenue	1,500,000	
3 All Other Programs		

TOTAL \$11,433,921 \$10,917,944 \$11,281,275

\$4,500,000 \$363,331

* Only potential revenue increases are included in this table.

Department: Tax Collector

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$11,433,921	\$10,917,944	\$11,281,275

Explanation of Differences:

The Department's request of \$11,433,921 would provide funding for 151 existing positions in the Treasurer/Tax Collector's Office and nine additional positions in the Business Tax Division and in Delinquent Revenue as follows:

	No. of Positions	Salary and Fringe Benefit Amount
Business Tax Division:		
1822 Administrative Analyst	1	\$63,372
1818 Senior Information Systems Specialist II	1	71,626
1656 Head Accountant	1	73,336
1654 Senior Accountant	1	68,178
1632 Senior Account Clerk	1	46,500
1630 Account Clerk	1	40,319

Total Business Tax

\$363,331

Delinquent Revenue:

4306 Collections Officer

3

152,646

Totals

9

\$515,977

The Tax Collector has requested the six requested positions (1822 Administrative Analyst, 1818 Senior Information systems specialist II, 1656 Head Accountant, 1654 Senior Accountant, 1632 Senior Account Clerk and 1630 Account Clerk) to assume administrative and clerical duties which are presently being performed by audit staff. The Tax Collector estimates that additional audits that could then be performed by the audit staff would generate an estimated \$3,000,000 in increased revenue to the City. The Controller is still reviewing the possibility of increased revenues which may result from the proposed additional staffing during fiscal year 1994-95. The Budget Analyst does not believe that estimated revenues in excess of the cost of the positions should not be included in the budget for fiscal year

Department: Tax Collector

1994-95 due to the elapsed time required to fill the positions, train the incumbents, conduct audits and collect the increased revenues.

Due to the increased revenue potential in future years, however, the Budget Analyst recommends including these six positions in the budget and increasing the estimated revenues only by the cost of the six positions in fiscal year 1994-95.

The Tax Collector has estimated that the three requested 4306 Collection Officer positions in Delinquent Revenue would generate an additional \$1,500,000 in increased revenue. The Budget Analyst is not recommending these three additional positions, which have a lower priority to the Department than the clerical and administrative staff in the Business Tax Division.

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Department: Tax Collector
Program: Alternatives

Policy Options for 1994-95

1. Presently the Tax Collector is responsible for billing and collection taxes from businesses operating in the City pursuant to the City's Business and Payroll Tax Ordinance. The Tax Collector is also responsible for the billing and collection of registration fees from local businesses pursuant to the City's Business Tax Registration ordinance. While these revenues are collected from many of the same businesses and are collected by the same City Department, they are separately billed and collected at different times of the year. The Mayor and the Budget Analyst have reviewed the possibility of combining the billing and collection of these two separate revenues with the department with the objective of saving the cost of printing and mailing two separate bills, recording two separate receipts and collection of separate delinquent accounts. The Tax Collector has not yet fully reviewed this proposal to quantify all of the potential savings and cost increases and concludes that further study is needed to include not only the Cashier's operations but modifications that may be needed in the department's computer systems and the potential impact on other divisions within the Tax Collector's Office.
2. Presently the Tax Collector has the audit responsibility for all City taxes while the Assessor, pursuant to state law has the responsibility for audits of businesses to insure that they have properly reported their personnel property to the Assessor's Office which is the basis for the amount of Personal Property taxes to be billed and collected. The Deputy Tax Administrator does not expect that significant savings could be achieved by combining or jointly performing some of these audits as the laws governing each of the taxes is very different. The Budget Analyst believes that combining these audits could result in savings and in additional revenues and should be further explored.

Department:

ASSESSOR

Overview

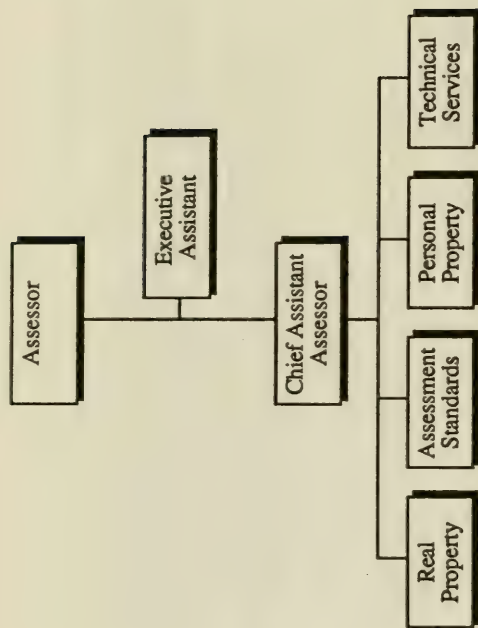
The chart on the next page shows the Assessor's organization. The Department is divided into five major programs as follows: Real Property, Personnel Property, Technical Services, Assessment Standards and Administration. The budgetary data presented in this report is based on the Phase C Department Request 1994-95 budget as of April 29, 1994.

The Assessor's Office is responsible for establishing the value of real and personal property within the City and County of San Francisco. These values are the basis for the City and County's property tax billings and collections. The department reviews over 169,000 parcels of real property and 55,000 personal property records annually.

The most significant change in the Assessor's Office is that the workload is significantly different than prior years. During fiscal year 1993-94 over 6,500 new assessment appeals were filed. The Assessor reports that, as a result of the large volume of assessment appeals and staff shortages, the regular workload (permits, sales, probates, possessory interest, etc.) has been backlogged. The effect has had an adverse impact on revenues to the City by delaying the enrollment of approximately 2,500 supplemental assessments, reflecting change of ownership and new construction.

Unlike other departments to be reviewed in the zero based budget project, the Assessor's Office was limited to revenue producing opportunities. This review by the Mayor and the Budget Analyst identified areas with increased revenue potential, certain areas to generate increased revenues. Due to the time required to fill the positions, train the incumbents, perform the assessments, send out the tax bills and collect the increased revenues the Budget Analyst is not recommending that revenues be increased in fiscal year 1994-95 by more than the cost of certain positions which the Budget Analyst is recommending. Due to the increased revenue potential in future years, however, the Budget Analyst is recommending some of the positions that the Department has requested.

Assessor's Office



Department Summary

Department: ASSESSOR

5/7/94 15:44

Mission Statement:

- Responsible for establishing the value of real and personal property within San Francisco.
- Provides the necessary data to the Tax Collector's Office such that property taxes may be billed and collected.
- Responsible for auditing of businesses to verify the reported value of personal property.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94		
	FTE	Costs	Revenues
Net General Fund			

1 Real Property	38	\$2,600,806	\$0	\$2,600,806
2 Personal Property	34	\$1,939,679	\$0	\$1,939,679
3 Technical Standards	16	\$693,112	\$0	\$693,112
4 Assessment Standards	3	\$182,006	\$0	\$182,006
5 Administration	6	\$644,834	\$0	\$644,834

<i>Subtotal</i>	97	\$6,060,437	\$0	\$6,060,437
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Capital Improvements

TOTAL	97	\$6,060,437	\$0	\$6,060,437
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1994-95

1994-95 Expenditures

Department	Mayor	Budg. Analyst
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1 Real Property	\$2,738,702	\$2,332,021	\$2,738,702
2 Personal Property	2,034,684	1,691,857	1,691,857
3 Technical Standards	652,548	652,548	652,548
4 Assessment Standards	191,751	191,751	191,751
5 Administration	834,323	834,323	834,323

1994-95 Revenues*

Department	Mayor	Budg. Analyst
------------	-------	---------------

TOTAL	\$6,452,008	\$5,702,500	\$6,109,181	\$3,300,000	\$406,681
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*Only potential revenue increases are included in this table.

Department: Assessor

Recommended 1994-95 Funding Levels:

Department	Mayor's Office	Budget Analyst
\$6,452,008	\$5,702,500	\$6,109,271

Explanation of Differences:

The Department's request of \$6,452,008 would provide funding for 94 existing positions in the Assessor's Office and 16 additional positions as follows:

No. of Positions: Salary and Fringe Benefit Amounts:

Administration:

1844 Senior Management Assistant	1	\$63,429
1818 Senior Information Systems Specialist II	1	\$60,988

Total Administration

\$124,417

Real Property:

4261 Real Property Appraiser	5	\$276,675
1499 Supervising Clerk III	1	51,257
4202 Assessment Clerk	2	78,749

406,681

Personnel Property:

4220 Personnel Property Auditor	4	
4222 Senior Personnel Property Auditor	2	

342,737

Totals

\$873,835

The Department has requested and the Mayor's Office has approved the addition of the two new positions shown above in Administration. The 1844 Senior Management Assistant, which was funded by the Port, has been instrumental in identifying areas where increased assessments could be achieved. The Senior Information Specialist III position is requested to continue implementation of computer systems. The Mayor's Office and the Budget Analyst recommend approval of these two positions.

Department: Assessor

The Assessor has estimated that the five requested 4261 Real Property Appraisers, the 1499 Supervising Clerk III and the 4202 Assessment Clerk will generate an estimated \$3,000,000 in increased revenues due to improvements in identification of new possessory interest assessments and audits of building permits. The Controller is still reviewing the possibility that the increased staffing would result in increased revenues during fiscal year 1994-95. The Budget Analyst does not believe that additional revenues should be included in the budget in excess of the cost of the positions in fiscal year 1994-95 due to the elapsed time required to fill the positions, train the incumbents, perform the assessments, send out tax bills and collect the increased revenues. Due to the increased revenue potential in future years, however, the Budget Analyst recommends including these positions in the budget and increasing the estimated revenues only by the cost of the eight positions.

The Assessor has estimated that the four requested 4220 Personnel Property Appraisers and the two new 4222 Senior Personnel Property Appraisers would generate only an additional \$300,000 in increased revenue which is less than the the \$342,737 cost of the positions. Since the Department chose to delete these positions to stay within the Mayor's funding allocation and increased revenues and estimated at less than their cost, the Budget Analyst does not recommend the reinstatement of these positions to the Assessor's budget.



PROGRAM and BUDGET RECOMMENDATIONS

DEPARTMENT No.: 78
DEPARTMENT NAME: County Clerk-Recorder

Description of Services and Performance Measures

The mission of the County Clerk-Recorder is to protect the personal and property rights of the public by recording documents and providing constructive notice of such recordings as required by laws and regulations.

Restructuring or Other Significant Changes:

None.

Significant Constraints on Recommendations or Policy Options (Consent Decree, State or Federal Law or Regulation, etc.)

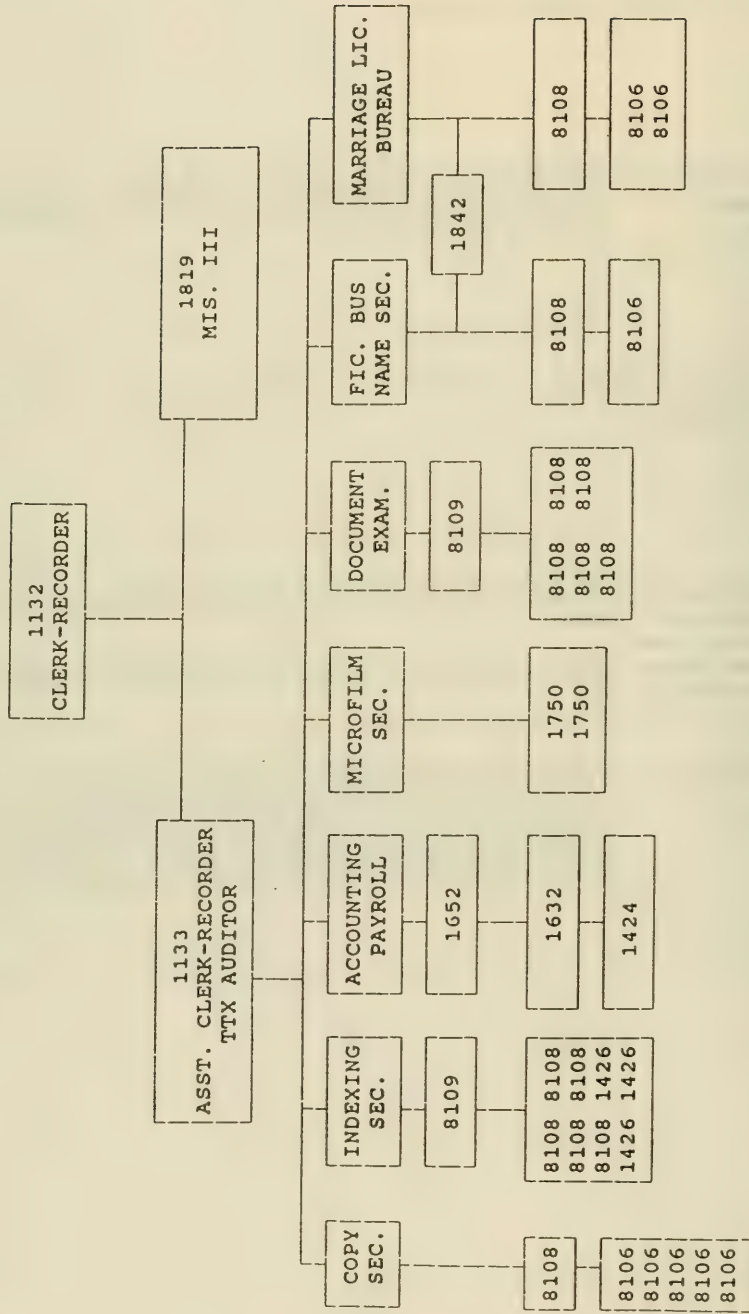
California Government Code Section 27361 requires that document be indexed within two days.

San Francisco Municipal Code Article 12C requires post audits on payment of transfer tax fees.

Major Policy Options

Convert an existing 8108 Senior Process Clerk position from the County Clerk Program (salary of \$35,365) to an 1823 Auditor (salary of \$47,893) to assist the Assistant County Clerk-Recorder in auditing various transfer tax documents. The County Clerk-Recorder estimates that by enhancing the transfer tax audit program, revenues to the City from delinquent transfer taxes would probably increase by approximately \$200,000, annually.

CLERK-RECORDER'S OFFICE ORGANIZATION CHART



Department: COUNTY CLERK-RECORDER

Department Summary

Mission Statement:

To protect the personal and property rights of the public by recording documents and providing constructive notice of such recordings as required by laws and regulations.

1993-94 Budget by Program

1993-94				
Mayor's Budget Programs	FTE	Costs	Revenues	Net General Fund
1 Recorder				
General Fund	14	\$666,567	\$1,113,500	\$446,933
Micrographic Fund	3	162,602	190,000	27,398
Modernization Fund	5	370,665	460,000	89,335
Indexing Fund	2	40,304	150,000	109,696
2 County Clerk	7	279,755	684,000	404,245
3 Administration				0
General Fund	3	156,953	0	(156,953)
Modernization Fund	1	74,658	0	(74,658)
Vital Statistics Fund	0	14,000	13,200	(800)
Subtotal	35	\$1,765,504	\$2,610,700	\$845,196
Capital Improvements				
TOTAL	35	\$1,765,504	\$2,610,700	\$845,196

1994-95

	1994-95 Expenditures				1994-95 Revenues			
	Department	Mayor	Budg. Analyst		Department	Mayor	Budg. Analyst	
1 Recorder								
General Fund	14	\$583,643	\$564,945	\$583,643	\$1,303,500	\$1,303,500	\$1,503,500	
Micrographic Fund	3	170,402	170,402	170,402	190,000	190,000	190,000	
Modernization Fund	5	432,548	432,548	432,548	460,000	460,000	460,000	
Indexing Fund	2	285,617	285,617	285,617	460,000	460,000	460,000	
2 County Clerk	7	301,936	301,936	301,936	636,750	636,750	636,750	
3 Administration								
General Fund	3	170,897	170,897	170,897	0	0	0	
Modernization Fund	1	79,424	79,424	79,424	0	0	0	
Vital Statistics Fund	0	14,000	14,000	14,000	14,000	14,000	14,000	
Subtotal	35	\$2,038,467	\$2,019,769	\$2,038,467	\$3,064,250	\$3,064,250	\$3,264,250	
Capital Improvements								
TOTAL	1	\$2,038,467	\$2,019,769	\$2,038,467	\$3,064,250	\$3,064,250	\$3,264,250	

Department: . COUNTY CLERK-RECORDER
Program: RECORDER

Policy Options for 1994-95

The County Clerk-Recorder conducts a post-audit of a percentage of transfer tax affidavits, as required by Section 1115(b) of Article 12c of Part III of the San Francisco Municipal Code (Real Property Transfer Tax Ordinance). The applicable Code section is as follows:

"Section 1115 (b), Post-Recording Audits. The County Recorder shall adopt and implement a post-recording audit procedure which shall provide for a review of at least five percent (5%) of those documents recorded each month transferring an interest in real property, the said documents to be selected at random, and, in addition, for a review of any other documents which the County Recorder has reason to believe may have been recorded without full payment of the tax and for a review of those documents where the tax is likely to be unpaid or underpaid. The rules, procedures and criteria for conducting such audits shall be prepared by the County Recorder within ninety (90) days of the effective date of this ordinance and promptly thereafter submitted to the Transfer Tax Review Board for review and approval.

The County Clerk-Recorder accepts approximately 27,000 transfer instruments per year for recording. The Assistant County Clerk-Recorder, who actually performs the audit work, reports that he reviews forty to forty-five percent of the recorded documents each month and that 10 percent of those documents reviewed are audited.

In Fiscal Year 1991-92 the post-audit effort produced \$32,665 in additional transfer tax revenues. In Fiscal Year 1992-93, \$21,738 in such revenues was produced. As report, the number in FY 1992-93 was down because of the auditor's involvement in the consolidation of the County Clerk-Recorder offices. Thus far in Fiscal Year 1993-94, a total of \$64,166 has been collected.

According to the County Clerk-Recorder, a full-time auditor to assist with the various transfer tax issues would probably increase revenues to the City from delinquent transfer taxes by approximately \$200,000, annually. The County Clerk-Recorder further reports that a full-time auditor would greatly stimulate the enforcement program and that two important results would occur. First, the actual collection of delinquent tax would increase, as previously discussed. Secondly, there would be greater voluntary compliance because of the more active enforcement program. The proposed auditor position would review one hundred percent of the recorded transfer instruments and audit approximately 25 percent of those transactions.

The recommendation concerning this revenue-enhancing opportunity is to convert an existing 8108 Senior Process Clerk from the County Clerk program (salary of \$35,365) to a 1823 Auditor (salary \$47,893) who would be assigned to the Administration Program of the County Clerk-Recorder's Office.



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**REPORT FOR THE
BUDGET COMMITTEE
OF THE SAN FRANCISCO BOARD OF SUPERVISORS
/// ZERO-BASED BUDGET ANALYSIS**

**VOLUME II:
SUB-PROGRAM DESCRIPTIONS
AND COSTS
PERFORMANCE MEASURES
BY SUB-PROGRAM
IMPACT OF FUNDING ADJUSTMENTS
ON PROGRAMS AND SUB-PROGRAMS**

SF
/// Board of Supervisors. Budget Committee

/// BUDGET ANALYST Recommendations

MAY 1994

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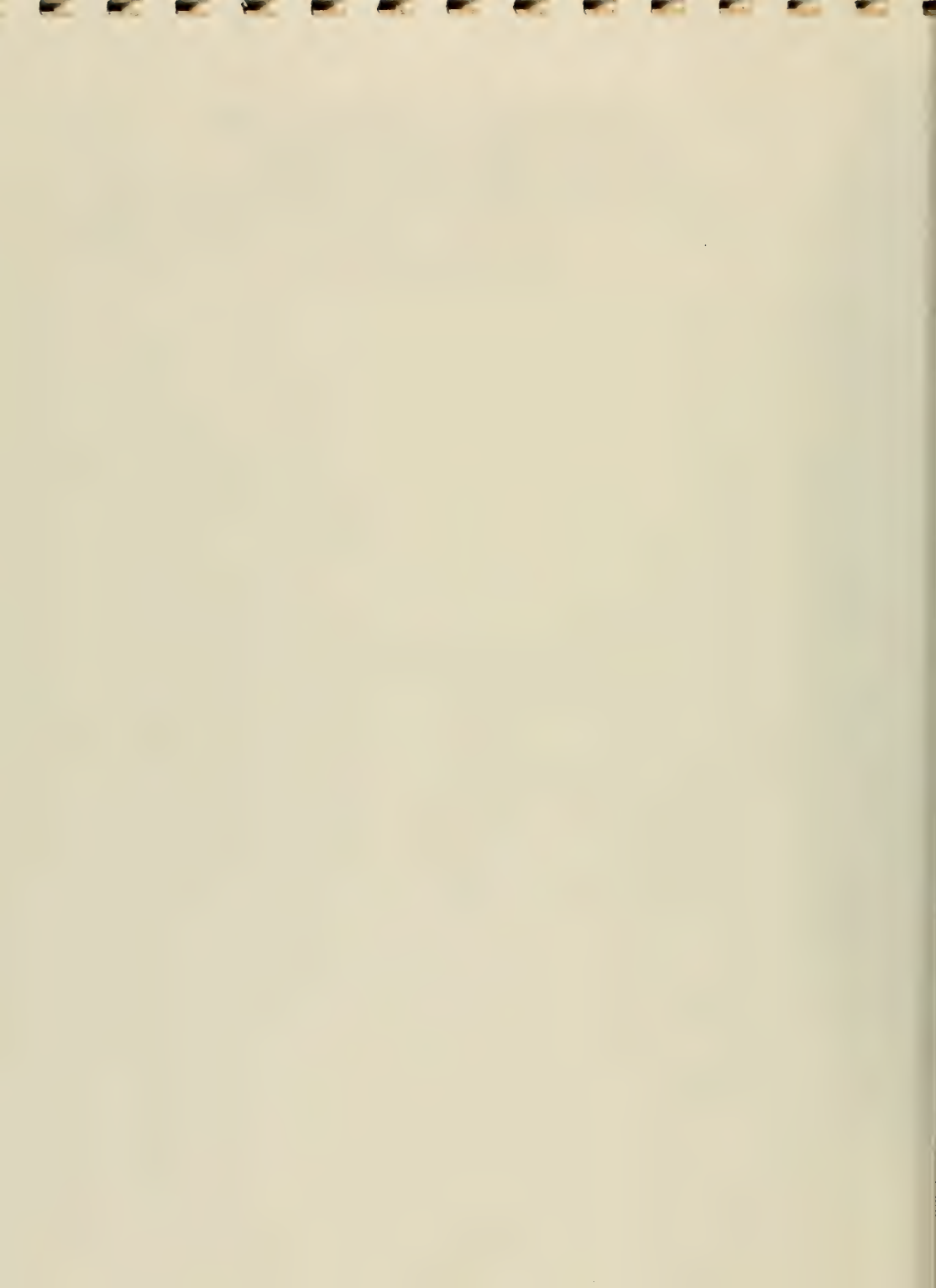
***Zero-Based Budget Analysis Volume II:
Sub-Program Descriptions and Costs
Performance Measures by Sub-Program
Impact of Funding Adjustments on Programs and Sub-Programs***

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* Data not presented for these departments



CITY AND COUNTY



OF SAN FRANCISCO

*Public Library
Documents Dept
ATTN: Jane
Judson*

BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

May 9, 1994

Honorable Tom Hsieh, Chair
and Members of the Budget Committee
City and County of San Francisco
Room 235, City Hall
San Francisco, CA 94102

Volume II

Dear Chair Hsieh, President Alioto and Supervisor Bierman:

We are pleased to transmit to you the results of our Zero-Base Budget Analysis. Working collaboratively with the Mayor's Office and management and staff of every department analyzed, we have reviewed all existing and requested 1994-95 expenditures and revenues of 18 General Fund departments. We have followed Chair Hsieh's direction and provided all of our recommendations to the Mayor's staff to enable their inclusion in the Mayor's recommended budget, which will be submitted to your Board on June 1. At that time, we will indicate reductions in the budget that occurred as the result of this Zero-Based Analysis.

The Budget Analyst has made a series of recommendations which, upon implementation, would reduce General Fund expenditures by \$16.9 million and increase General Fund revenues by an estimated \$3.9 million, largely by improving the collection procedures related to existing revenues.

In total, the proper implementation of our recommendations would save the City and County of San Francisco an estimated \$20.8 million in Fiscal Year 1994-95 and \$16.3 million annually thereafter. It should be noted that our recommendations would not result in a reduction in the present level of services provided by the City and County.

In addition to these recommendations, the Budget Analyst has developed a series of policy options for consideration by the Board of Supervisors which would result in total estimated savings of up to \$33.4 million annually. However, it should be noted that \$16.1 million of the policy options is comprised of discontinuing non-mandated mental health services covered by the General Fund. If that one item is

Honorable Tom Hsieh, Chair
and Members of the Budget Committee
City and County of San Francisco
May 9, 1994
Page 2

not included, the policy options savings would be up to \$17.3 million. Combined with our recommendations of \$20.8 million, total savings would thus be \$38.1 million upon implementation of all our recommendations and policy options, excluding the General Fund-supported mental health services.

The details of all of our recommendations and policy options are contained in Volume I of the enclosed report.

This Zero-Based Budget Analysis questioned all existing expenditures and revenues and examined the link between expenditures and performance

Unlike traditional line item expenditure budget analysis, which focuses on requests for additional funding, this zero-based analysis reviewed existing departmental expenditures for their efficiency and effectiveness. No assumption was made that existing programs and expenditures should necessarily be continued or that the way that services are presently delivered should necessarily be continued.

Our analysis represents a new approach to budgeting in San Francisco in that we evaluated each department not only on an expenditure and revenue basis, but also on a programmatic basis. We believe that this approach allows for improved budget decision-making in that the relationship between costs and outcomes can be more readily assessed.

Cost and staffing information for every program and sub-program in the departments reviewed is presented in Volume II. This type of data builds on the program budget approach used in the Mayor's Fiscal Year 1993-94 budget and provides a foundation for conversion to a full-scale mission driven or program budget approach. We strongly endorse a continuation of this more comprehensive approach to budget review. We are confident that additional cost savings opportunities would be identified throughout the City as a result of this continued effort.

Recommendations and Policy Options

This report is submitted in two volumes, as follows:

Volume I: Recommendations and Policy Options

Volume II: Department Program and Performance Detail

We have divided the results of our analysis into recommendations and policy options. Generally, policy options are cost saving items that we believe are worthy of consideration but represent decisions which must be made by the Board of Supervisors and the Mayor in important policy areas such as adjusting service levels, establishing new programs and contracting out services to for-profit organizations. However, the Budget Analyst's recommendations which are

BOARD OF SUPERVISORS
BUDGET ANALYST

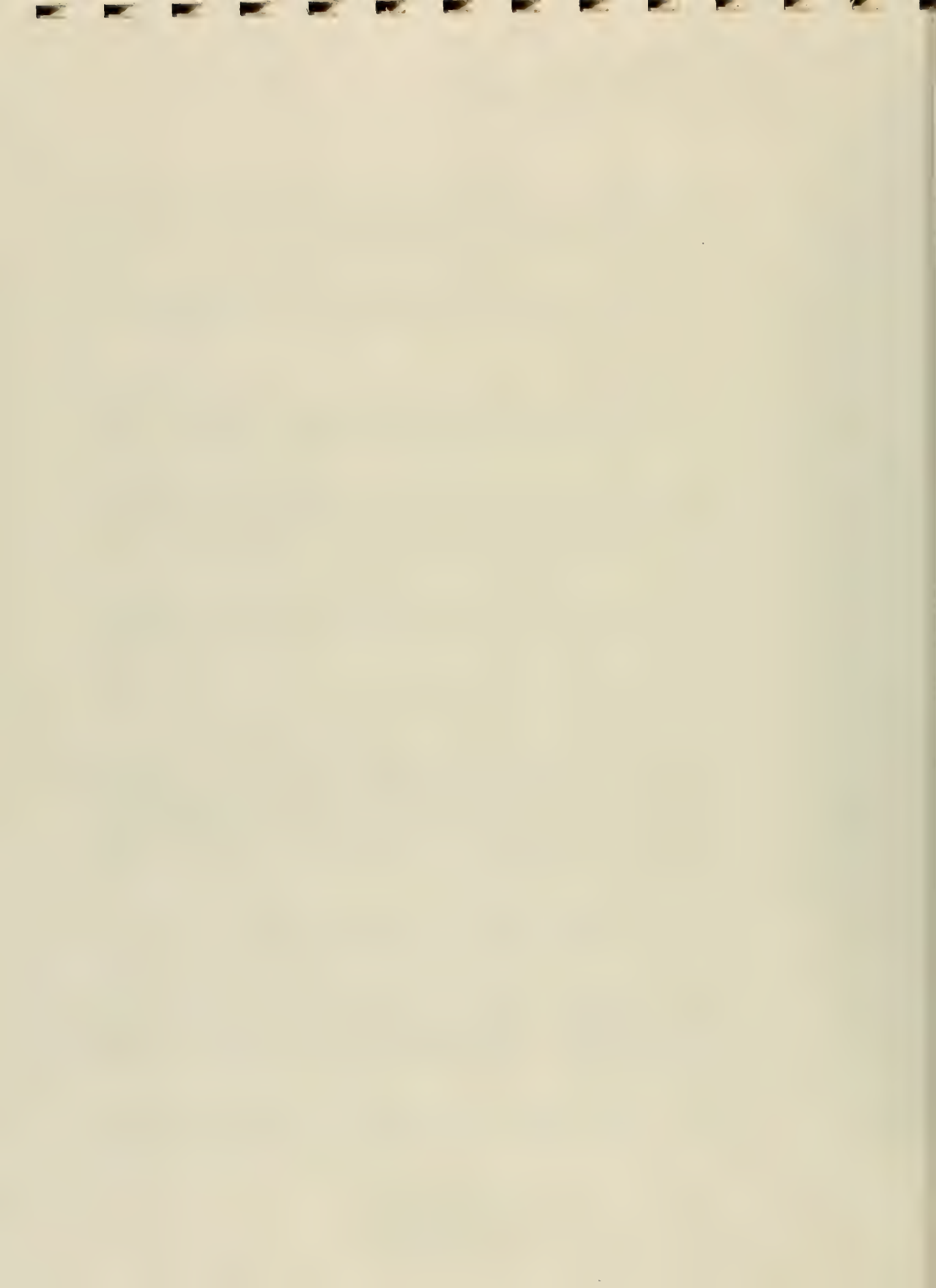
contained in this report are cost saving items that we believe should be implemented in Fiscal Year 1994-95. It should be emphasized that our recommendations would not reduce current service levels.

As previously noted, *upon implementation* of our recommendations, we estimate that the City and County of San Francisco would save a total of \$20.8 million in Fiscal Year 1994-95 and \$16.3 million annually thereafter.

Recommendation Highlights

We are not recommending the elimination of existing programs. Rather, most of our recommendations call for continuing to provide existing services at less cost. Examples of our recommendations include:

- Properly billing Medi-Cal for San Francisco General Hospital services provided to General Assistance clients eligible for SSI would produce one-time reimbursements of \$2.7 million and ongoing annual reimbursements of approximately \$641,000.
- Deletion of overbudgeted mandatory fringe benefits, namely the Medicare portion of the Federal Insurance Contributions Act (FICA), in the Fiscal Year 1994-95 Police, Fire, and Sheriff's budgets amounting to \$2.6 million.
- Civilianization of administrative positions in the Sheriff's department at an annual savings of approximately \$101,000.
- Establishment of a Sheriff's Recruit classification to perform many of the clerical and administrative functions now performed by Deputy Sheriffs in the jails and courts for an estimated annual savings of approximately \$1.6 million per year. Those Deputy Sheriffs which would be replaced by the Recruit classification would be used to operate the City's new jail.
- A reduction in funds budgeted for General Assistance payments of approximately \$586,000 based on declining caseload.
- Contracting out adult and geriatric mental health services and substance abuse services to community-based non-profit organizations as is now the case for acute and residential services at a savings of \$688,000 per year. Existing employees could either form their own non-profit corporation or might be hired by existing non-profit corporations.
- Reducing excess layers of supervision and further combining of Superior and Municipal Court administrative divisions in the



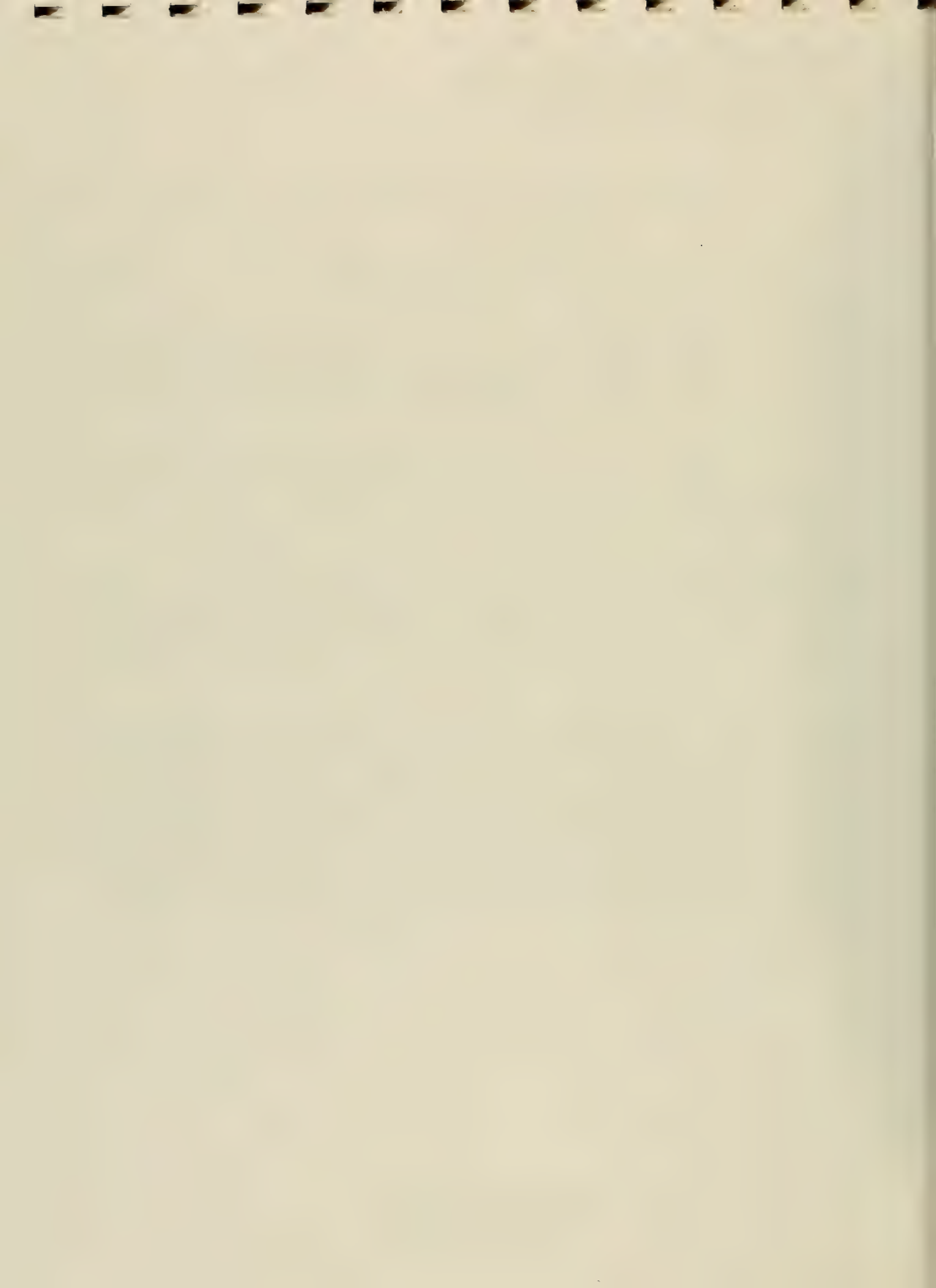
combined Superior and Municipal Courts for an estimated annual savings of \$1 million

- Hiring a collections agency for the Library resulting in estimated increased net revenues of \$215,000 per year.
- Establishment of a "proof of payment" program on the Municipal Railway's Light Rail Vehicles, thereby eliminating the need for Platform Operators in the second cars for an annual savings of \$400,000. This would not result on the layoff of Platform Operators but would result in a reduced need for overtime expenses.
- Establishment of a fee for on-line database services at the Public Library resulting in an estimated \$22,650 in increased revenue.

A summary of the dollar value of the Budget Analyst's recommendations and policy options savings, by department, are presented on the following page.

Our recommendations were developed with input from each department. Each department was asked to rank their programs and sub-programs and to provide statements on the impact of various funding levels. That information is provided in our Volume II report, along with descriptions and current and requested Fiscal Year 1994-95 funding and staffing levels for each program and sub-program.

In the case of the Department of Public Health (DPH), many of our recommendations originated with DPH. In the light of the need of DPH to reduce costs to retain Medi-Cal reimbursements from the State as the managed care system is implemented, the Department of Public Health has undergone a massive review of its organizational structure and operating procedures and identified a number of areas where restructuring can occur. The Budget Analyst endorses these proposals and applauds the Department of Public Health for its efforts. We also believe this demonstrates what many other departments could do through an intensive review of their structures and operations and a focus on what is really necessary to meet the needs of the public.



Summary of Recommendations by Department

	\$ Total Recommendations	\$ Policy Options
Police	\$4,126,623	\$2,250,000
Fire	1,333,308	561,000
Muni	1,034,652	7,000,000
DSS	1,314,682	1,000,000
Sheriff	5,031,070	95,000
Community Mental Health	689,356	17,100,000
Public Health Services	0	2,334,581
San Francisco General Hospital	3,874,687	
Superior Court & Muni Ct	1,015,800	
Juvenile Court	1,123,533	
Public Library	697,391	1,232,305
District Attorney	100,570	1,628,252
Public Defender	231,024	
Treasurer-Tax Collector	0	
Assessor	0	
Laguna Honda Hospital	256,931	
Recorder		200,000

TOTAL LOW

\$20,829,627

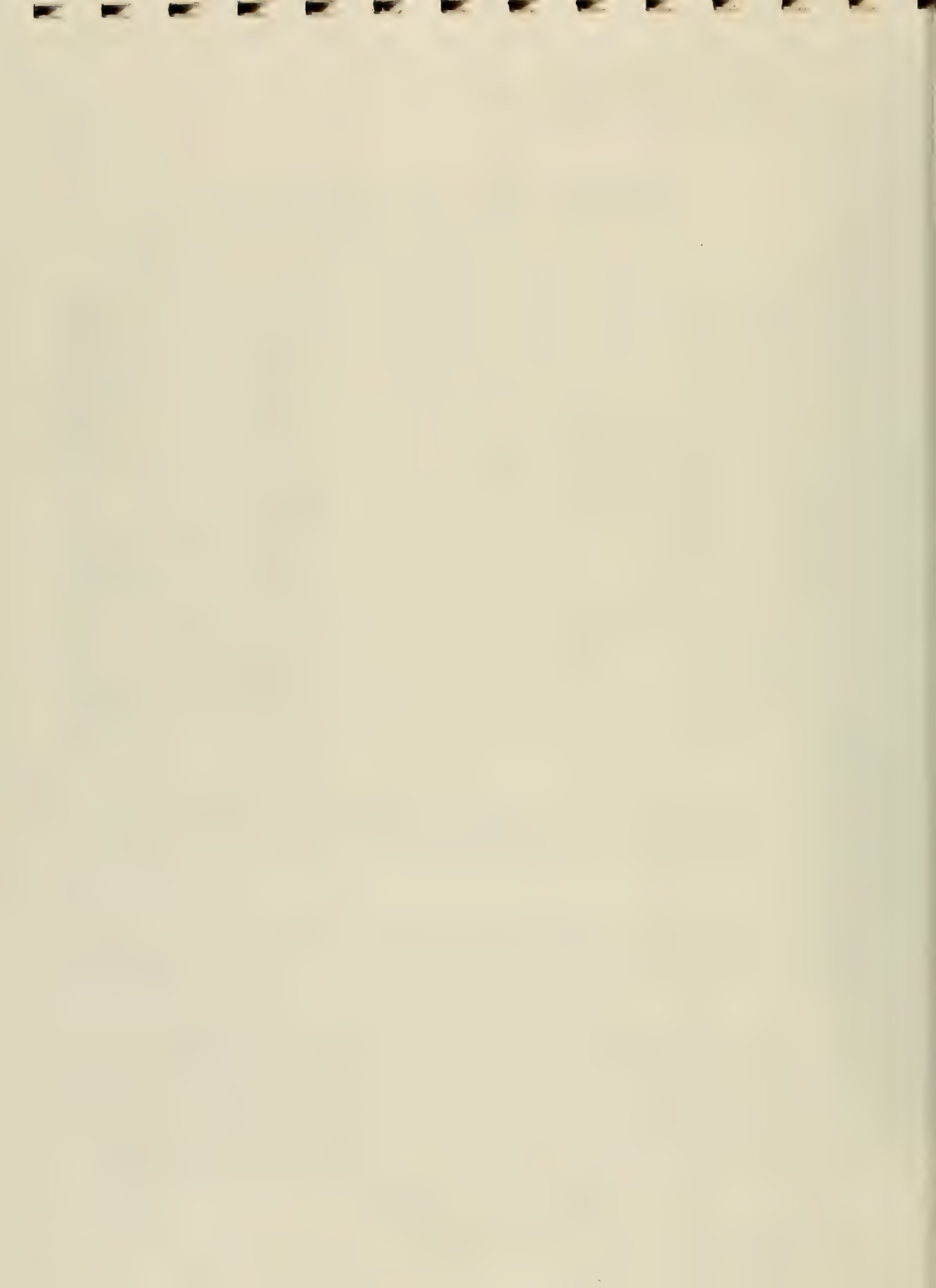
\$33,401,138*

* Includes a \$16.1 million reduction for discontinuing non-mandated Mental Health services paid for out of the General Fund. Excluding that one item, savings of up to \$17.3 million could still be realized.

The above amounts exclude increased revenue estimates of up to \$4 million for the Treasurer-Tax Collector and \$2.5 million for the Assessor that would result from implementation of our recommendations.

We wish to particularly thank Chair Hsieh for initiating this project, unprecedented in San Francisco in terms of the level of review and degree of collaboration between the Board of Supervisors and Mayor's Office. We also wish to thank President Alioto and Mayor Jordan who facilitated this unprecedented level of cooperation between the Offices of the Board of Supervisors and Mayor. Finally, we would like to thank the full Budget Committee for providing guidance for the project and Teresa Serata, the Mayor's Budget Director, and her entire staff for their cooperation and involvement on this project. In our professional

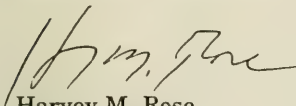
BOARD OF SUPERVISORS
BUDGET ANALYST



Honorable Tom Hsieh, Chair
and Members of the Budget Committee
City and County of San Francisco
May 9, 1994
Page 6

judgment, this project has produced very significant results and we are hopeful that our recommendations can assist the City and County of San Francisco in achieving a more efficient, effective and economical budget.

Respectfully submitted,



Harvey M. Rose
Budget Analyst

cc: Supervisor Conroy	Mayor Jordan
Supervisor Hallinan	Chief Administrative Officer
Supervisor Kaufman	Controller
Supervisor Kennedy	Teresa Serata
Supervisor Leal	Robert Oakes
Supervisor Maher	Ted Lakey
Supervisor Migden	
Supervisor Shelley	
Clerk of the Board	

Department Summary

Department: Police Department

Overview

The chart on the next page provides a description of the Police Department's organization. For the Zero Base analysis, the Budget Analyst has divided the Department budget into five programs: Administration, Field Operations, Investigations, Communications and Other Services (the Office of Citizen Complaints, Senior Escort Program and Project Safe).

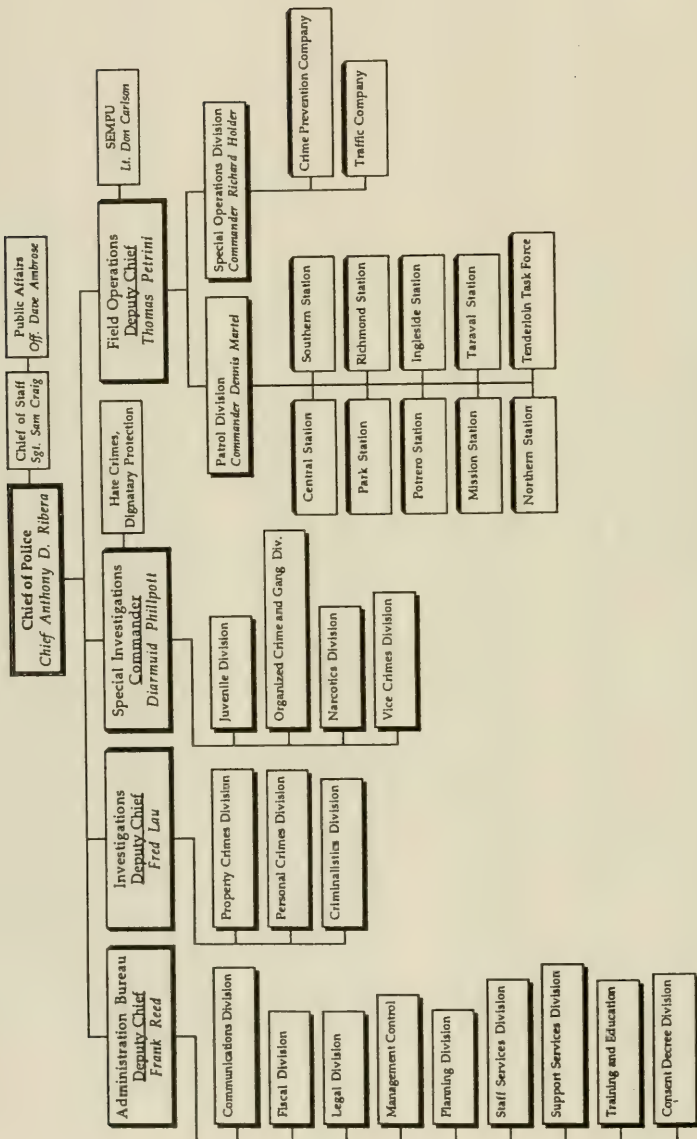
The budgetary data presented in this report is based on the Phase B Department Request 1994-95 budget as of April 29, 1994. All uniform salaries in the Department Request are unstandardized, and therefore understate the actual amount of the Department's budget request. Known increases in uniform salaries and fringe benefits, based on the last year of the three-year Memoranda of Understanding between the City and Police, will increase the total 1994-95 budget by approximately \$6.5 million when it is transmitted to the Board of Supervisors on June 1, 1994.

The most significant aspect of the Police Department's 1994-95 budget request is the proposal to increase sworn personnel to "full staffing" of 1,971 officers. Besides an academy class of 44 trainees hired this fiscal year on January 24, 1994 and the expected 1993-94 hiring of 55 "lateral transfers" in May and June, 1994, the Department plans to hire an additional 165 officers (30 lateral transfers in September, 1994 and three Academy classes of 45 each, with the first class beginning in March, 1995) during 1994-95. The Department's current sworn strength is approximately 1,820 officers, including the 44 Academy trainees. With completion of the hiring plan at the end of 1994-95, depending on rates of attrition, the Department may have over 2,000 sworn personnel, although 135 will be in Academy training.

Although the Department's hiring plan, including the May, 1994 hiring of 25 new '91' Communications Dispatch trainees, has been evolving throughout the Zero Base budget review process, the Budget Analyst has attempted to accurately reflect, in this report, the current schedule for adding sworn and civilian personnel to the Department. As of the writing of this report, the Budget Analyst has not received information on the Mayor's budget recommendations. However we have informed the Mayor's budget staff of our findings and recommendations throughout the Zero Base process.

As a result of the Zero Base review, the Budget Analyst is recommending budget reductions of approximately \$4.1 million. We have also included three policy recommendations that could produce additional savings.

San Francisco Police Department



Department Summary

Department:

38 POLICE

Mission Statement:

To provide San Francisco residents and visitors with a safe environment by efficiently and effectively employing trained staff for the prevention, enforcement, investigation and preparation for the successful prosecution of crime.

1993-94 Budgets by Program

Program Totals	1993-94		
	FTE	Costs	Revenues: Spec Funds Net General Fund
1 Administration	369	\$29,462,004	\$1,129,652 \$28,332,352
2 Field Operations	1,326	106,467,249	106,467,249
3 Investigations	339	31,424,315	2,987,208 28,437,107
4 Communications	130	6,756,785	6,756,785
5 Other Services		2,409,446	2,409,446
<i>Subtotal</i>	2164	\$176,519,799	\$4,116,860 \$172,402,939
Capital Outlay		2,403,324	2,403,324
TOTAL	2,164	\$178,923,123	\$4,116,860 \$174,806,263

1994-95

	1994-95 Expenditures (Unstandardized)			1994-95 Revenues and Special Fund Sources		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Administration	\$31,991,491		\$29,559,360	\$933,500		\$933,500
2 Field Operations	117,817,546		116,146,310			
3 Investigations	30,767,900		30,767,900	1,337,000		1,337,000
4 Communications	8,354,539		8,354,539			
5 Other Services	2,918,591		2,918,591			
Capital Outlay	3,736,146		3,736,146			
TOTAL	\$195,586,213		\$191,482,846	\$2,270,500		\$2,270,500

Sub-program Descriptions and Costs

Department: Police
Program: Administration

Note: Sub-programs are ranked by Department in Tiers. Each subprogram is considered equal within a Tier

Description

1993-94 1994-95

		FTE	Cost	FTE	Cost
<u>Tier 1</u>					
1.0	Chiefs Office; Chief's Fund	Manages the 2,500 member \$175 million Department. Staff includes Public Affairs.			
		Sworn Personnel:	5	5	
		Miscellaneous:	3	3	
		Total	8	8	\$689,570 \$699,329
2.0	Police Commission	Police Commission and Commission Secretary.			
		Sworn:	1	1	
		Miscellaneous:	1	1	
		Total	2	2	181,224 215,794
3.0	Administration Bureau	Office of Deputy Chief for Administration			
		Sworn:	2	2	
		Miscellaneous:	1	1	
		Total	3	3	302,580 307,941
<u>Tier 2</u>					
4.0	Staff Services	Provides background investigations, EEO, payroll, personnel distributions and services.			
		Sworn:	27	27	
		Miscellaneous:	17	17	
		Total	44	44	3,178,719 3,230,651
5.0	Management Control	Investigates and prepares cases of police misconduct.			
		Sworn:	7	7	
		Miscellaneous:	3	4	
		Total	10	11	795,513 891,781
6.0	Fiscal Division	Prepares the Dept. budget as well as accounting and audits, vehicle fleet management.			
		Sworn:	5	5	
		Miscellaneous:	12	12	
		Total	17	17	1,015,962 1,028,491
<u>Tier 3</u>					
7.0	Legal Division	Advises the Department management on legal questions.			
		Sworn:	9	9	
		Miscellaneous:	6	6	
		Total	15	15	1,077,924 1,096,182
8.0	Planning Division	Prepares Department written directives, crime analysis, and management information services.			
		Sworn:	14	14	
		Miscellaneous:	5	5	
		Total	19	19	1,404,078 1,429,598

Sub-program Descriptions and Costs

		1993-94		1994-95	
		FTE	Cost	FTE	Cost
9.0	Support Services Division	Provides all criminal record entry and storage, fingerprinting of suspects, follow-up on outstanding warrants, issuance of permits, taxi permit regulation and control of property.			
		Sworn: 63		63	
		Miscellaneous: 84		96	
		Total 147	9,034,770	159	9,542,123
10.0	Training	Provides training for recruits as well as for advanced officers.			
		Sworn: 18		18	
		1994-95 New Recruits: 44		165	
		Miscellaneous: 1		1	
		Total 63	2,643,767	184	2,375,519
Tier 4					
11.0	Workers Compensation	Medical costs for job-related injuries			
			5,048,916		5,797,832
12.0	Consent Decree	Coordinates entrance and promotive exams with contracted experts in testing.			
		Sworn: 5		5	
		Miscellaneous: 11		17	
		Total 16	1,944,318	22	3,042,973
13.0	Auditor-Monitor	Court appointed, under contract, reviews the Department's compliance with the court-ordered consent decree			
			221,024		250,000
14.0	Medical Hold	Sworn Personnel on long term Sick or Disability leave			
		Sworn: 25	1,923,637	25	2,083,277
TOTAL		Sworn Personnel 181		181	
		Recruits 44		165	
		Miscellaneous 144		163	
		Total 369	\$29,462,004	509	\$31,991,491

Performance Measures and Objectives by Sub-Program

Department:
Program:

Police
Administration

Objectives/Performance Measures:
Note: Sub-programs are ranked by Department in Tiers. Each subprogram is considered equal within a Tier

Tier 1

- 1.0 Chiefs Office; Chief's Fund
- 2.0 Police Commission
- 3.0 Administration Bureau

Tier 2

- 4.0 Staff Services

- 5.0 Management Control

- 6.0 Fiscal Division

Tier 3

- 7.0 Legal Division

- 8.0 Planning Division

- 9.0 Support Services Division

- 10.0 Training

- 12.0 Consent Decree

of background investigations completed

of EEO complaints investigated

of industrial injury/accident claims

of claims investigated

of complaints investigated

of disciplinary actions

of disciplinary actions on OCC cases

of claims investigated

of lawsuits requiring staff assistance

of written directives prepared

of reports entered *

of fingerprints taken

of new recruits trained

of existing officers trained

of Sergeants trained

of Inspectors trained

of managers trained

of Dispatchers trained

of applicants tested

of permanent promotions

1992-93

1993-94

310

32

918

32

318

184

47

776

935

300

170,664

39,709

110

602

92

97

195

14

48

70

* 1992-93 includes reports prepared by contract labor

Sub-program Descriptions and Costs

Department:

Police

Program:

Field Operations

Note: Sub-programs are ranked by Department in Tiers. Each subprogram is considered equal within a Tier

Description

Tier 1

1.0 Field Operations Bureau - Con Manages the largest bureau with its patrol and special operations functions and coordinates special events (SEMPU).

	FTE	Cost	FTE	Cost
1993-94				
1994-95				
Sworn				
Personnel:	7		7	
Miscellaneous:	1		1	
Total	8	\$816,292	8	\$845,501
Sworn:				
1993-94 Lateral transfers, 93-94 Recruits, 94-95 lateral transfers less attrition			84	6,128,248

2.0 Patrol - District Stations

Provides Police services by uniformed officers in the 10 police districts. (Central Station, Southern Station, Potrero Station, Mission Station, Northern Station, Park Station, Richmond Station, Ingleside Station, Taraval Station, Tenderloin Task Force)

Sworn : 1,044	1,044	
Miscellaneous: 22	28	
Total 1,071	86,000,647	1,072 90,239,026

3.0 Crime Prevention

Includes specialized uniform functions such as the mounted patrol, trail bikes (Honda), Explosives Unit (EOD), Police Services to Housing Authority.

Sworn : 100	100	
Miscellaneous: 5	5	
Total 105	8,331,858	105 8,735,885

Tier 2

4.0 Special Operations - Traffic

Provides motorcycle officers who enforce traffic laws and investigate accidents.

Sworn : 88	88	
Miscellaneous: 1	1	
Total 89	7,135,215	89 7,490,490

5.0 Special Operations Division

Special Operations Headquarters; Police Services to MUNI Transit

Sworn : 48	48	
Miscellaneous: 5	5	
Total 53	4,183,237	53 4,378,396

TOTAL

Sworn : 1,287	1,371	
Miscellaneous: 39	40	
Total 1,326	\$106,467,249	1,411 \$117,817,546

Performance Measures and Objectives by Sub-Program

Department:

Police

Program:

Field Operations

Note: Sub-programs are ranked by Department in Tiers. Each subprogram is considered equal within a Tier

Objectives/Performance Measures:

Tier 1

1.0 Field Operations Bureau - Command

2.0 Patrol - District Stations

of radio assignments

of felony arrests

of misdemeanor arrests/cites

of reports prepared

3.0 Crime Prevention

of bombs deactivated

of citations issued

Tier 2

4.0 Special Operations - Traffic

of traffic citations issued

of injury accidents investigated

5.0 Special Operations Division

of felony arrests

of misdemeanor arrests/cites

1992-93

1993-94

88
7,986

111
8,820

104,456
6,047

75,651
5,371

55
549

1,168*
857*

* Includes arrests made by members assigned to the Housing Task Force Fugitive Recovery & Candlestick. The Housing & Fugitive were added in 1993-94.

5/6/94

Sub-program Descriptions and Costs

Department:
Program:

Police
Investigations

Note: Sub-programs are ranked by Department in Tiers. Each subprogram is considered equal within a Tier

	<u>Tier 1</u>	<u>Description</u>	<u>1993-94</u>		<u>1994-95</u>	
			<u>FTE</u>	<u>Cost</u>	<u>FTE</u>	<u>Cost</u>
1.0	Investigations Bureau - Command	Manages the bureau with personal crimes, property crimes, special investigations and criminalistics functions.				
		Sworn				
		Personnel: 10			10	
		Miscellaneous: 2			2	
		Total 12		\$1,093,621	12	\$1,113,105
2.0	General Investigations - Personal & Property Crimes	Investigates crimes against persons involving assault, hit and run, homicide, robbery, and sex crimes; Investigates property crimes: burglaries, auto thefts, and fraud.				
		Sworn : 154			154	
		Miscellaneous: 11			11	
		Total 165		14,500,794	165	14,668,080
Tier 2						
3.0	Special Investigations	Provides proactive enforcement as well as investigative functions relating to juveniles, narcotics, prostitution and gambling (Vice) and gang activities.				
		Sworn : 116			116	
		Miscellaneous: 6			6	
		Total 122		10,483,229	122	10,848,279
4.0	Criminalistics	Analyzes crime scene evidence: fingerprints, ballistics, arson material drugs and sex crime evidence for criminal prosecution.				
		Sworn : 25			25	
		Miscellaneous: 15			16	
		Total 40		5,346,671	41	4,138,436 *
* Budget decrease due to \$1.4 million reduction in Fingerprint ID Fund appropriations						
TOTAL			Sworn : 305		305	
			Miscellaneous: 34		35	
			Total 339	\$31,424,315	340	\$30,767,900

Performance Measures and Objectives by Sub-Program

Department:
Program:

Police
Investigations

Note: Sub-programs are ranked by Department in Tiers. Each subprogram is considered equal within a Tier

Objectives/Performance Measures:

Tier 1

1.0 Investigations Bureau - Command

2.0 General Investigations - Personal
& Property Crimes

Personal

of cases assigned
of cases cleared

Property

of cases assigned
of cases cleared

Tier 2

3.0 Special Investigations

of felony arrests
of felony rebookings

4.0 Criminalistics

of drugs analyzed
of fingerprints identified

1992-93

1993-94

10,397
7,367

10,942
7,934

11,715
10,087

10,045
9,053

1,508
1,585

1,456
1,364

8,942
550

8,747
551

5/9/94

Sub-program Descriptions and Costs

Department: **Police**
 Program: **Communications**

Note: Sub-programs are ranked by Department in Tiers. Each subprogram is considered equal within a Tier

Description

<u>1993-94</u>		<u>1994-95</u>	
FTE	Cost	FTE	Cost

1.0 Communications Dispatch
 Receives emergency and non-emergency calls for police service and dispatches the appropriate officers to the crime scene or function.

Sworn Personnel:	3	3
Miscellaneous:	127	128
Total	130	131

FTE Adjustments:
 25 Dispatcher trainees to be hired 5/1/6/94
 Dispatchers on Temporary Disability Leave

25	25
(7)	(7)
Total	148
	\$6,756,785
	149
	\$8,354,539

TOTAL

Sworn Personnel:	3	3
Miscellaneous:	145	146
Total	130	131
	\$6,756,785	\$8,354,539

Performance Measures and Objectives by Sub-Program

Department:
Program:

Police
Communications

Sub-programs ranked by department:

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
1.0 Communications Dispatch		
# of emergency calls handled	599,195	561,335
# of non-emergency calls handled	435,846	402,487
Average Dispatch Time* for A Priority (emergency) Calls (minutes:seconds)	01:37	01:23
Average Dispatch Time* for B Priority (non-emergency) Calls	07:19	07:23

* Dispatch Time is the elapsed time between when a call is received and when the call is assigned to a Patrol Unit

Sub-program Descriptions and Costs

Department: Police
Program: Other Services

Sub-programs ranked by department:

Tier 1

1.0 Office of Citizen Complaints

Description

Receives and investigates citizen complaints against members of the Police Department. Prosecutes cases sustained by the OCC before the Chief of Police or the Police Commission.

	1993-94		1994-95
FTE	Cost	FTE	Cost

14	\$1,042,127	18	\$1,250,097
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Tier 2

2.0 Senior Escort Services

Restructured in 1993-94, the program provides walking patrol, protective escorts, clustered and daily van trips and crime prevention workshops to seniors residing in the City.

18	912,856	19	1,182,034
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3.0 Project SAFE

Citizens' crime prevention organization, under contract to the SFPD, to help citizens protect themselves from becoming victims.

454,463	486,460
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TOTAL	32	\$2,409,446	37	\$2,918,591
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Performance Measures and Objectives by Sub-Program

Department:

Program:

Police

Other Services

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

1037
273
399
78
11.6%
663

No. of Citizen Complaints Received - 1993 *

No. of prior year cases closed

No. of current year cases close

No. of cases sustained

Complaints Sustained as a percentage of total cases closed

Backlog of Citizen Complaints

* data current as of January 1, 1993

1 Office of Citizen Complaints

This program is currently reorganizing based on a recent proposal by the Mayor's Office

2 Senior Escort Services

3 Project SAFE

Department Summary

Department: Fire Department

Overview

The Fire Department's primary function is the suppression of fires and responding to medical and other emergencies. Most of the Fire Department programs either directly or indirectly support the fire suppression and emergency response function.

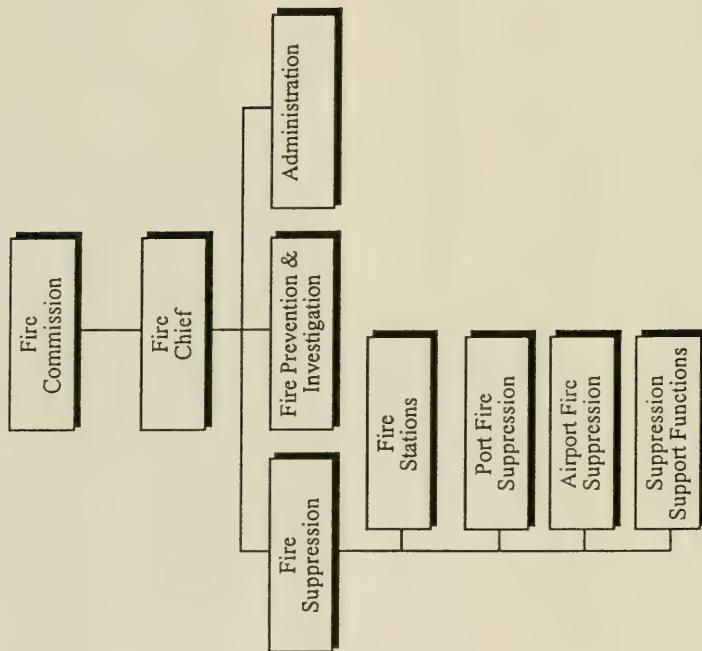
In Fiscal Year 1994-95 the Fire Department will be completing the final year of a five-year Consent Decree issued by the Federal Court to insure that minorities and women are given equal opportunity for employment and promotion in the Fire Department. Among the requirements of the Consent Decree, the Fire Department must hire 500 new Firefighters in the five-year Consent Decree period and redesign promotional examinations. The Consent Decree also places limitations on the elimination of uniformed Officer positions.

Fiscal Year 1994-95 will also be the third and final year of the Firefighters' current three-year Memorandum of Understanding (MOU) with the City. The MOU includes requirements for the ratio of Firefighter and Officer positions in order to ensure safe operation of fire suppression equipment.

For 1994-95 the Fire Department is requesting nine new H10 Chief's Aide positions, increasing the current number of H10 Chief's Aide positions from 47 to the level of 56 such positions that are required in accordance with Officer/Firefighter ratio requirements of the MOU. The Fire Department is also requesting the addition of one medical position for the Fire Surgeon's Office to assist in lowering the high cost of Worker's Compensation for the Fire Department.

The Fire Department indicates that \$22 million of the Proposition 172 half-cent sales tax proceeds are designated for the Fire Department in 1994-95. In addition to this new revenue, the Fire Department is experiencing a major cost reduction because the City's required contribution rate for the retirement benefits of uniformed Fire Department staff has dropped from 40 percent in Fiscal Year 1993-94 to 19 percent for Fiscal Year 1994-95.

Fire Department



Department Summary

Department: Fire Department

Mission Statement:

- Protect the lives and property of the citizens of San Francisco from the ravages of fire, conflagration and natural disaster.
- Control the devastating effects of hazardous material releases.
- Save lives by rendering emergency medical treatment.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	FTE	Costs	Revenues	Net General Fund
1 Worker's Compensation	0	\$3,500,000	0	\$3,500,000
2 Consent Decree Project	14	2,209,123	0	2,209,123
3 Computer Assisted Dispatch	1	123,109	0	123,109
4 Work Order	14	1,055,936	0	1,055,936
5 Airport	67	6,317,099	\$6,317,099	0
6 Port Fireboat	10	1,326,617	1,326,617	0
7 Fire Suppression	1337	109,633,094	0	109,633,094
8 Fire Prevention	49	3,768,841	2,098,357	1,670,484
9 Fire Investigation	16	1,245,670	0	1,245,670
10 Fire Support Services	34	3,344,912	0	3,344,912
11 Administration	38	3,128,233	0	3,128,233
12 Training	15	1,711,809	0	1,711,809
<i>Subtotal</i>	1595	\$137,364,443	\$9,742,073	\$127,622,370
Capital Improvements		66,566		66,566
TOTAL	1,595	\$137,431,009	\$9,742,073	\$127,688,936

Sub-program Descriptions and Costs

Department: Fire Department Program: Fire Suppression

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
Fire Stations	Maintain readiness of staff and equipment to respond to fires, medical & other emergencies.	1,322	\$103,418,553	1,330	\$109,352,565
Assignments	Monitor daily staffing of Fire Stations to ensure that sufficient staff are at each Fire Station.	7	523,569	7	585,035
Water Supply System	Maintain system of underground pipes, tanks and hydrants to supply water to extinguish fires. (Costs of 14 positions are work ordered to Water Department)	19	1,419,308	19	1,436,784
Clothing and Equipment	Maintain, repair and replace vehicles, equipment and clothing used for fire fighting, meeting medical emergencies and housing Fire Station staff.	10	639,437	10	663,983
Communications	Assign fire fighting staff and equipment to emergency situations and maintain field communications between units in the field that have responded to emergencies.	22	1,593,500	22	1,866,885
Computer Asst. Disp. Pgm.	In cooperation with the Police Department Emergency Medical Services and the Office of Emergency Services. Write specifications for, purchase and install a new Computer Assisted Dispatch communications system.	1	106,947	1	368,924
Training	Train Firefighter recruits and direct program of inservice training for existing fire fighting staff.	14	1,212,840	14	1,478,393
Recruiting and Retention	Community outreach to insure participation of women and minorities in applications for employment and provide workplace free of racial and sexual harassment.	3	1,440,039	3	1,532,551
Promotional Exams. Project	Develop and administer promotional examinations for Uniform Officer classifications pursuant to requirements of the Federal Consent Decree.	6	375,461	6	368,520

Sub-program Descriptions and Costs

Department: Fire Department
Program: Fire Suppression

Sub-programs ranked by department:

Sub-programs ranked by department:		1993-94		1994-95	
	Description	FTE	Cost	FTE	Cost
Medical Certifications	Insure that all fire fighting staff receive training necessary to obtain State license to respond to medical emergencies.	2	\$126,019	2	\$126,019
Capital Improvements Adm.	Coordinate earthquake damage repair, seismic and modernization improvements to Fire Stations. (Actual improvements and these administrative staff are funded by bond proceeds.)	2	200,996	2	201,136
Neighborhood Emergency Response Training	Trains citizens of San Francisco in techniques and procedures used in disasters.	1	162,627	1	179,709
Fireboats	Provides fire suppression and fire prevention services to the Port of San Francisco. (This subprogram is funded by the Port of San Francisco.)	10	1,665,941	10	1,214,997
Airport Fire Suppression	Provides fire suppression and fire prevention services to the San Francisco International Airport. (This subprogram is funded by the San Francisco International Airport.)	67	6,139,120	67	6,027,528
TOTAL		1,486	\$119,024,357	1,494	\$125,403,029

Objectives and Performance Measures by Subprogram

Department: Fire Department
Program: Fire Suppression

Sub-programs ranked by department:

Objectives/Performance Measures:

	1992-93	1993-94
Fire Stations	60,994	59,190
Communications		
Assignments		
Water Supply		
Clothing and Equipment		
Training		
Promotional Examinations Project		
Medical Certifications		
Computer Assisted Dispatch Project		
Recruiting and Retention	78	84
Neighborhood Emergency Response Training	3	5
Capital Improvements Administration		
Water Supply (Water Dept. work order)		
Fireboats		
Airport Fire Suppression	788	1,211

Sub-program Descriptions and Costs

Department: Fire Department Program: Prevention and Investigation

Sub-programs ranked by department:

	<u>Description</u>	1993-94		1994-95	
		FTE	Cost	FTE	Cost
Plan Checking	Review construction plans for new buildings and alterations for compliance with fire and life safety codes.	7	\$497,828	7	\$539,988
Inspections	Perform periodic inspections of buildings to enforce fire and life safety codes.	31	2,163,021	31	2,550,154
Fire Permits	Issues fire permits for activities regulated by the Municipal Fire Code.	6	327,078	6	366,669
Fire Investigations	Investigates all fires to determine cause and origin of fire and provide evidence for arson prosecutions.	16	1,077,639	16	1,295,675
Program Administration	Oversight of prevention and investigation functions.	5	426,020	5	451,073
TOTAL		65	\$4,491,586	65	\$5,203,559

Objectives and Performance Measures by Subprogram

Department: Fire Department

Program: Fire Prevention and Investigation

Sub-programs ranked by department:

Objectives/Performance Measures:

Plan Checking		
Fire Investigations		
Fire Permits		
Inspections		
Program Administration		
	1992-93	1993-94
Permits issued	1,442	1,500
Inspections performed	28,672	30,000
Notices of violation issued	1,774	18,000

Sub-program Descriptions and Costs

Department: Fire Department
Program: Administration

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
Fire Commission	Provides policy direction for operations of the Fire Department.	2	\$125,411	2	\$139,241
Chief's Office	Overall supervision of department and implementation of Fire Commission policy directives.	7	681,730	7	708,834
Investigations and Internal Affairs	Background investigations of new recruits and employee investigations for disciplinary actions.	2	181,522	2	176,964
Affirmative Action	Directs hiring and employment conditions to eliminate discrimination.	2	123,874	2	121,601
Stress Counseling	Counsels department staff to reduce stress that leads to loss of productivity.	3	205,715	3	213,639
Fire Surgeon	Monitors injuries and develops programs to increase employee safety and reduce Workers Compensation costs.	3	245,445	4	297,906
General Administration and Overhead	Miscellaneous administrative functions and costs not allocated to other programs.	12	1,438,539	12	1,597,652
Payroll and Personnel	Maintain employee records and process payroll.	6	277,996	6	302,743
Accounting	Maintain and monitor expenditure and revenue records	2	107,595	2	119,460
Worker's Compensation	Costs of benefits to Fire Department members		3,028,132		4,392,948
TOTAL		39	\$6,415,959	40	\$8,070,988

Objectives and Performance Measures by Subprogram

Department: Fire Department
Program: Department Administration

Sub-programs ranked by department: Objectives/Performance Measures: 1992-93 1993-94

NOTE: The Fire Department does not collect performance measure data for these programs.

- Fire Commission
- Chief's Office
- Internal Affairs
- Payroll and Personnel
- Accounting
- Affirmative Action
- Fire Surgeon
- Stress Counseling
- Worker's Compensation
- General Administration and Overhead

Department: MUNICIPAL RAILWAY

Overview

The chart on the next page provides a description of the Municipal Railway's organization. The Department is in process of implementing Proposition M, approved in November, 1993, which created the new Transportation Commission. The Department's newly revised organization, which is shown in a chart on the next page includes four major budget units as follows: Administration/Finance/Personnel, Transportation, Maintenance and Capital Program.

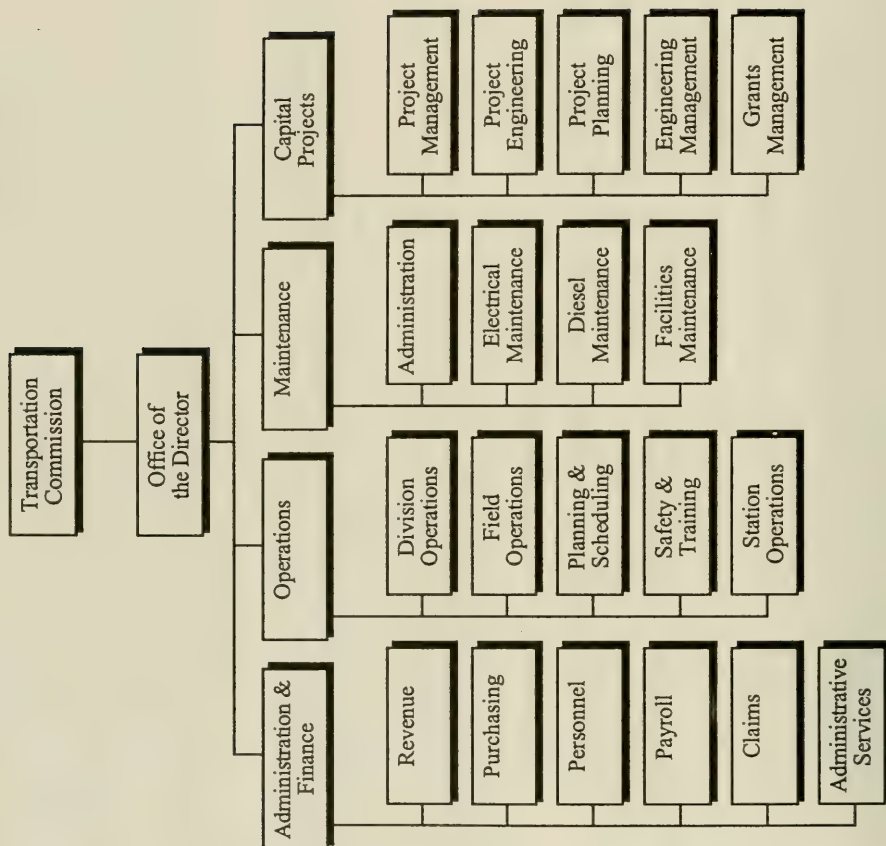
The most significant aspect of the Municipal Railway's budget is that in previous years the Bureau of Financial Management of the Public Utilities Commission (PUC) provided various administrative services to the Municipal Railway and the Utilities Engineering Bureau of the PUC provided administration and management of the Municipal Railway's Capital Programs. The PUC has identified those positions that have worked primarily on Municipal Railway activities vs. Water Department or Hetch Hetchy Department activities and has transferred those positions to the Municipal Railway budget.

The budgetary data presented in this report is based on the Phase B Department Request 1994-95 budget as of April 29, 1994 and the "Municipal Railway's New Programs Budget for 1994-95" which were not included in the Phase B budget but were approved by the Public Utilities Commission at its meeting on February 28, 1994-95. These additional new programs included a total of 83.5 full time equivalent positions and would require additional funding in amount of \$12,371,003.

The Municipal Railway has done their priority rankings within five tiers according to the following:

- Tier 1 Fixed costs - costs that unlikely to change based on policy decisions about service. Also, mandated programs or programs that have their own revenue.
- Tier 2 Sort of Fixed Costs - Costs that are not directly related to service and are at some level fixed costs, but could be examined to see if the level of service could be reduced.
- Tier 3 Costs that are directly related to service.
- Tier 4 Costs that aren't directly related to service, and represent "extras", e.g., you could run service without having it be clean.
- Tier 5 Costs for capital programs not directly related to current service and new and expanded service levels.

Municipal Railway



Department Summary

Department: MUNICIPAL RAILWAY

Mission Statement:

- Maintain and operate a public transportation system.
- Maintain the fleet adequately to provide sufficient equipment to meet scheduled runs.
- Maintain maximum adherence to schedules previously approved by the Public Utilities Commission.
- Maintain fares as low as possible without reducing the system's reliability.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	FTE	Costs	Revenues	Net General Fund
Transportation	2,127	\$144,906,472	\$177,845,555	(\$32,939,083)
Maintenance	1,058	\$86,834,492	\$0	\$86,834,492
Capital Programs	0	\$0	\$0	\$0
Administration	108	\$39,190,405	\$2,415,000	\$36,775,405
<i>Subtotal</i>	3,293	270,931,369	0	180,260,555
				90,670,814
Capital Improvements		\$6,305,550	\$2,949,950	
TOTAL	3,293	\$277,236,919	\$183,210,505	\$90,670,814

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Transportation	\$132,335,143	\$130,251,195	\$129,333,086			
Maintenance	95,523,026	91,100,799	91,100,799	\$93,598,438	\$93,598,438	\$93,598,438
Capital Programs	1,107,304	1,107,304	990,761			
Administration	58,847,095	52,472,743	51,882,593	80,334,118*	80,334,118*	80,334,118*
TOTAL	\$287,812,568	\$274,932,041	\$273,307,239	\$93,598,438	\$93,598,438	\$93,598,438

* Includes all departmental revenues except passenger fare revenues.

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Sub-program Descriptions and Costs

Department: MUNICIPAL RAILWAY Program: Transportation

Sub-programs ranked by department: Description

		1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Deputy General Manager	Provides top level management for transportation service delivery.	3	304,051	3	304,051
2 Schedules	Schedules 3.7 million service hours of operator work assignments and collects data for service planning and reporting.				
2 Data Services	Supports the computerized scheduling system, operator sign-up, dispatch and network systems	21	1,321,098	21	1,321,098
2 PSR Unit (Complaints)	Receives all phone & mail complaints, logs & tracks all complaints to insure proper response.	3	228,754	3	228,754
	Monitors and corrects operator performance and daily service, responds to accidents and	3	138,314	3	138,314
2 Administration	Provides administrative, purchasing and accounting support to the transportation division.	5	338,974	5	338,974
2 Service Planning	Supports planning activities for long range planning studies and day-to-day issues for route and stop changes.				
3 Safety and Training	Trains new operators, re-trains existing operators and provides statistical analysis of accidents.	3	328,575	3	328,575
3 Division Superintendents	Manages the administration of operator assignments, payroll, discipline and service delivery.	26	1,704,045	26	1,704,045
3 Operator Allocation	Determines and allocates operator staffing for each division.	22	2,066,638	22	2,066,638
3 Platform Operators	Provides the operators for the 3.7 million scheduled hours of regular and special service.	4	229,235	4	229,235
3 Dispatch	Assigns operators to cover all required work on a daily basis.	1,931	109,070,686	1931	109,070,686
3 Field Inspections	disruptions to service.	45	3,231,508	45	3,231,508
3 Central Control	Handles all muni radio and telephone communication and dispatches assistance to service problems and emergencies.	71	5,105,092	71	5,105,092
3 Station Operations	Staffs Muni's 9 subway stations to monitor fare collection, provide information and respond to emergencies.	30	2,098,058	30	2,098,058
4 Increase Platform Operator Hours	Increase platform hours from approved fiscal year 1993-94 appropriated amount.	63	3,789,799	63	3,789,799
Subtotal				0	296,368
4 Reduce Long Term Special Duty	Reduce all long term special duty to 8 hours (Approximately \$66,200 requires negotiation)			0	130,251,195
4 Substitute Admin Positions	Substitute administrative positions for long term special duty (\$1,007,206-\$801,081)			0	-171,983
5 Implement Proof of Payment	Fund the implementation of the Proof of Payment program (future savings est. \$750K)			0	-206,126
5 Increase funding to 99.5% sch. svc.	Increase funding to equal 99.5 % of scheduled service per calculation			0	112,489
5 Increase funding to 100% sch. svc.	Increase funding to equal 100 % of scheduled service per calculation			0	1,005,844
5 Improve field supervision.	Add 7 9139 Transit Supv. to field locations for monitoring, supervising and adjusting service.			7	574,707
					390,908

TOTAL

2,230 129,954,827 2237 131,957,034

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Department: Municipal Railway

Program: Transportation

Program

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
Transportation		
Scheduled Service Hours	3,752,524	3,752,524
Missed Service For Lack of Operator:		
Motor Coach	2.14%	1.00%
Trolley Coach	2.39%	1.00%
Light Rail Vehicle	1.08%	1.00%
Cable Car	4.89%	1.00%
Average Number of Accidents Per Million Miles:		
Motor Coach	85	82
Articulated Coach	166	135
Trolley Coach	143	144
Light Rail Vehicle	75	60
Cable Car	374	260

Department: Municipal Railway
Program: Transportation

Impact of Funding Adjustments:

1993-94 Funding Level:

\$129,954,827

% 1993-94 \$ Amount

0%	\$0	Department would cease to provide all public transportation (cable car service is required by the City Charter)	
			(\$129,954,827)
80%	\$103,963,862	Department would make reductions in scheduled service and all other program areas of approximately 78% except for cable car service which is mandated by the City Charter.	
			(\$25,990,965)
95%	\$123,457,086	Department would make reductions in scheduled service and all other program areas of approximately 94% except for cable car service which is mandated by the City Charter.	
			(\$6,497,741)
100.23%	\$130,251,195	This funding level, requested within the Mayor's allocation, would provide the department with the fiscal year 1993-94 funding level including the \$296,368 reserved amount. Scheduled service should be reduced by approximately 1.5% to match available funding at this level.	
			\$296,368
101.83%	\$132,335,143	This funding level would enable the department to implement a "proof of payment" program at a net cost of \$112,489, increase funding level to provide operators for 100% of scheduled service and add seven transit supervisors to field locations for monitoring, supervising and adjusting service.	
			\$2,380,316
110%	\$142,950,310	This funding level would allow the department to consider funding additional transit needs.	
			\$29,954,827

Sub-program Descriptions and Costs

Department: MUNICIPAL RAILWAY

Program: Maintenance

Sub-programs ranked by dep Description

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		1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Power Signal General Supr.	Develops power, signal and electronic programs.	2	155,607	2	155,607
2 Deputy General Manager	Provides supervision of all vehicle and facilities maintenance.	7	\$20,359	7	\$20,359
2 Material Management	Provides purchasing and materials management for all maintenance functions.	48	3,196,916	48	3,196,916
2 Maintenance Training	Provides technical training of maintenance staff.	3	286,553	3	286,553
2 Systems Development	Develops, implements and administers maintenance activity reporting systems.	2	176,559	2	176,559
2 Finance & Contracts	Analyzes & forecasts maintenance budget requirements & expenditures & provides reports to manager	1	77,121	1	77,121
2 Electrical Administration	Plans and implements maintenance activities for the Electrical Section.	7	496,658	7	496,658
2 Ways & Structures Admin.	Plans & implements maintenance programs and facilities modification and development.	9	619,454	9	619,454
2 Digital Systems	Maintains computer systems for train control and scheduling.	12	1,052,046	12	1,052,046
2 Signal Systems	Maintains the subway signal system for the Light Rail Vehicles.	27	2,211,920	27	2,211,920
2 Motive Power	Maintains the power substations and overhead system for the railway electrical streetcars and trollys.	54	4,246,257	54	4,246,257
2 Facilities Engineering	Provides project management, technical and engineering services for facilities and the revenue fleet.	10	727,577	10	727,577
2 Plant Maintenance	Provides all facets of physical plant maintenance programs and facilities modification & development.	52	8,035,004	52	8,035,004
2 Track Maintenance	Maintains LRV subway and surface rail and wayside.	50	2,737,821	50	2,737,821
2 Non Revenue Shop	Provides scheduled and unscheduled maintenance on non-revenue vehicles.	13	976,900	13	976,900
2 Custodial Services	Provides janitorial services to subway and surface facilities.	57	2,789,995	57	2,789,995
3 LRV Repair	Provides running repair & heavy duty repair of the LRV fleet & component overhaul for LRV's & trolly.	214	15,834,033	214	15,834,033
3 LRV Campaigns & PM	Provides preventive maintenance activities for the Electrical Section.	17	2,200,715	17	2,200,715
3 Trolley Repair	Provides running repair, heavy repair, body and paint for the trolley fleet.	87	6,565,784	87	6,565,784
3 Diesel PM	Provides preventive maintenance.	18	1,506,406	18	1,506,406
3 Diesel Repair	Running repair and heavy duty repair and component overhaul for all diesel motor revenue fleet.	197	20,338,197	197	20,338,197
3 Cable Car Repair	Provides preventive maintenance, warranty programs and quality control.	52	6,005,176	52	6,005,176
4 Vehicle Cleaning	Provides preventive maintenance, heavy repairs, propulsion system and track maintenance.	91	6,236,218	91	6,236,218
Less Salary Savings	General cleaning of interior and exterior of all revenue fleet & graffiti removal.	82	4,107,523	82	4,107,523
BPREP Total		-78		-78	
5 Materials Support	Coordinate procurement of all materials and equipment, and controls & accounts for material movement for all maintenance functions.	1034	91,100,799	1034	91,100,799
5 Light Rail Maintenance	Increase in running repair, heavy duty repair for LRV fleet and increased funding for the support shop applications for all transit modes.	16		16	3,483,260
5 Trolley Maintenance	Increase in funding for running repair, heavy repair, body & paint repair & maintenance of wheelchair lifts.	3		3	156,439
5 Farebox Maintenance	To provide maintenance for the Automated Registering Farebox System.	3		3	133,599
5 Non-Revenue Maintenance	To provide scheduled and unscheduled maintenance of non-revenue vehicles	4		4	213,914
5 Facilities Maint. Planner	Responsible for facilities maintenance schedules, planning and administration of the work order system.	2		2	94,624
5 Health and Safety	Coordinate, monitor, administer the injury and illness prevention program.	1		1	51,041
5 Productivity Improvements	Administer programs for the reduction of absenteeism & employee development.	2		2	83,430
5 Clean Fleet	Provides funding for graffiti removal and body restoration and repainting.	2		2	90,358
TOTAL		1034	91,100,799	1068	95,523,026

Department: Municipal Railway

Program: Maintenance

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Program

Objectives/Performance Measures:

Maintenance

Miles Between Road Calls:

Motor Coach

Trolley Coach

Light Rail Vehicle

Cable Car

<u>1992-93</u>	<u>1993-94</u>
1,798	1,800
2,024	1,131
1,456	1,320
1,830	1,850
0.620%	0.073%

Missed Service For Lack of Equipment-System-wide average

**Department: Municipal Railway
Program: Maintenance**

Impact of Funding Adjustments:

1993-94 Funding Level:	\$90,236,174
% 1993-94	\$ Amount
0%	\$0 Department would cease to maintain all public transit vehicles
	(\$90,236,174)
80%	\$72,188,939 Department would make reductions in scheduled and unscheduled maintenance of all transit vehicles at the same rate as service reductions.
	(\$18,047,235)
95%	\$85,724,365 Department would make reductions in scheduled and unscheduled maintenance of all transit vehicles at the same rate as service reductions.
	(\$4,511,809)
100.96%	\$91,100,799 This funding level would provide the department with the same funding level as approved by the Board of Supervisors for fiscal year 1993-94 including all supplemental appropriations approved during the year.
	\$864,625
105.86%	\$95,523,026 This funding level would enable the department to increase funding for parts inventories and to add 34 new positions in materials management, graffiti removal and in other maintenance areas.
	\$5,286,852
110%	\$99,259,791 This funding level would enable to maintain additional vehicles for increased scheduled service.
	\$9,023,617

Sub-program Descriptions and Costs

Department: MUNICIPAL RAILWAY

Program: Capital Program

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* Sub-programs ranked by department: Description

		1993-94		1994-95	
		FTE	Cost	FTE	Cost
5	Deputy Director				
	Oversees the development, administration, financial management, design and construction of capital projects.	2	\$154,407	2	\$154,407
5	Project Management	7	518,738	7	518,738
5	Engineering Management	81	4,338,193	81	4,338,193
5	Construction Management				
	Prepares construction management plans, monitors compliance with specifications and settles construction plan claims as needed.	27	1,440,973	27	1,440,973
5	Support Staff				
	Provides administrative support it include personnel, training, procurement and information systems.	8	1,186,568	8	1,186,568
5	Project Planning				
	Develops performance objectives, develops and maintains strategic planning documents and develops the capital improvement program for the Municipal Railway.	7	410,640	7	410,640
5	Finance	4	199,407	4	199,407
	Recoveries From Capital Programs		(7,141,622)		(7,141,622)
TOTAL		136	\$1,107,304	136	\$1,107,304

* All capital project programs are ranked at an equal level but lower than the programs required to maintain current service levels.

Department: Municipal Railway
Program: Capital Program

Program

Objectives/Performance Measures:

Capital Projects:

	<u>1992-93</u>	<u>1993-94</u>
Prepare plans and specifications	20	31
Prepare engineering and functional analysis studies	33	30
Contracts processed	32	34
Construction inspections	32	34

**Department: Municipal Railway
Program: Capital Program**

Impact of Funding Adjustments:

1993-94 Funding Level:		\$1,109,687
% 1993-94	\$ Amount	
0%	\$0	Department would cease provide all capital project support functions to the Municipal Railway which would not be recovered from previously approved capital project funds. (\$1,109,687)
80%	\$887,750	Department would make reductions planning activities relative to implementation of future projects. (\$221,937)
95%	\$1,054,203	Department would make reductions planning activities relative to implementation of future projects. (\$55,484)
100.00%	\$1,109,687	This funding level would provide the department with the same funding level as approved by the Board of Supervisors for fiscal year 1993-94.

Sub-program Descriptions and Costs

Department: MUNICIPAL RAILWAY

Program: Administration/Finance/Personnel

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Sub-programs ranked by department:

1 SFMARC Lease Payment

Payment of lease payments (equivalent to debt service) on Municipal Railway Facilities and Equipment

1 Health and Safety

Administers all health and safety programs of the Municipal Railway.

1 Workers Compensation

To administer the Workers Compensation Program of the Municipal Railway.

1 Transit Impact Development Fee

To administer the collection of transit impact development fees.

1 Contract Compliance

To insure compliance with all state, federal and local contracting requirements.

1 BART Payments

To pay for cost of coordinated service with the Bay Area Rapid Transit District.

1 Telephones

To pay the Municipal Railway's telephone costs.

1 Commission & Staff Support

Provides administrative support for the Commission and General Manager.

1 Drug Testing

To provide the level of mandatory drug testing which is legally required.

2 Administrative Services Manager

Supervises administrative support functions the General Manager and Commission.

2 Personnel

Administers hiring & employee record-keeping for the department.

2 Payroll

Administers preparation, collection and reporting of timesheet and payroll data

2 Revenue

To collect, count and deposit transit fare revenues and the manage sales of passes.

2 Claims

To handle all claims against the Municipal Railway and settle all claims expeditiously.

2 Accounting

Performs departmental accounting functions.

2 Budget

Prepares and monitors department budget.

2 Community Affairs

Provides public information by telephone and in written form to Municipal Railway patrons.

2 Reproduction

Provides reproduction services for the Municipal Railway.

2 CAO Risk Management

Provides risk management services for the department and payment of insurance as required.

2 System Support. (BMS)

To reimburse the Public Utilities Commission for data processing services.

4 Graffiti Prevention

Administers graffiti prevention programs for the Municipal Railway.

4 Security

Coordinates security programs of the Municipal Railway with the San Francisco Police Dept

4 Accessible Services

Administers the contracts for Paratransit services of the Municipal Railway.

Subtotal

To provide an increased level of security for Muni vehicles and facilities.

5 Consolidated Safety Program

To provide contract and workload administration of increased security services.

5 Contract and Workorder Admin.

To provide increased supervision of personnel management functions.

5 Personnel Director

To pay for youth counselors previously funded by a grant from the private sector.

5 Youth Counselors

To extend the hours of operation of the Muni's telephone information service.

5 Extended Telephone Service

To fund a Public Information Officer, increased advertising and publications.

5 Community Outreach & Promotion

To relocate the Office of Muni's Accessible Services Office.

5 Accessible Services Relocation

To provide improved revenue collection for cable car revenues

5 Cable Car Ticketing Program

To improve administration of occupational health and safety programs.

5 Injury & Illness Prev. Prog.

TOTAL

FTE	1993-94		FTE	1994-95	
	Cost			Cost	

0	2,067,830	0	2,067,830
7	1,013,468	7	1,013,468
0	6,371,789	0	6,371,789
1	189,654	1	189,654
4	200,630	4	200,630
0	3,750,000	0	3,750,000
0	684,222	0	684,222
7	478,826	7	478,826
6	914,900	6	914,900
25	1,701,182	25	1,701,182
18	844,065	18	844,065
55	3,809,588	55	3,809,588
28	11,360,981	28	11,360,981
17	1,058,267	17	1,058,267
5	775,363	5	775,363
21	1,424,752	21	1,424,752
2	77,992	2	77,992
0	354,250	0	354,250
0	1,818,071	0	1,818,071
1	74,709	1	74,709
2	2,130,474	2	2,130,474
2	10,583,359	2	10,583,359
0	50,251,230	0	50,251,230
3	5,050,000	3	5,050,000
1	175,547	1	175,547
1	113,562	1	113,562
2.5	66,378	2.5	66,378
4	210,000	4	210,000
1	397,853	1	397,853
0	31,600	0	31,600
8	113,755	8	113,755
5	369,240	5	369,240
194	49,137,716	225.5	56,779,265

Department: Municipal Railway
Program: Administration/Finance/Personnel

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Program

Objectives/Performance Measures:

	1992-93	1993-94
Accessible Services:		
Lift-Van Trips	63,527	76,000
Ground Van Trips	340,630	375,000
Taxi Trips	586,794	660,000
Security:		
DMV suspensions/criminal investigations	221	119
Review Muni Observer Reports	5,200	5,200
Maintain computer file on ADT reader cards	1,800	2,000
Provide management security reports	600	600
Claims settled	1336	1326
Claims denied	649	714
Judgements & Claims		
Collection of settlements	\$119,561	\$165,732
Claims filed	2,120	1,513
Marketing		
Sale of Passports (1day to 7day)	\$1,596,919	\$2,030,923
Revenue Collection		
Distribute and collect fast passes	2,117,302	2,202,224
Personnel & Training		
Provide daily road calls to replace out-of-order fare boxes	8,500	9,000
Maintain personnel records on permanent and temporary employees	5,000	5,000
Processed requisitions to fill vacancies	995	535
Processes Civil Service employment transactions	3,101	2,580
Response to inquiries	7,000	8,700
Contract Compliance		
To meet minority/women/local business award goal	\$9,718,024	\$11,532,692
To meet minority business enterprise subcontracting goal	\$2,761,738	\$4,498,391
To meet women business enterprise subcontracting goal	\$1,115,422	\$863,763
Health and Safety		
To conduct training sessions	73	70
To train participants	808	1,000

Department: Municipal Railway
Program: Administration/Finance/Personnel

Impact of Funding Adjustments:

1993-94 Funding Level:	\$51,205,546
% 1993-94	\$ Amount

0% \$0 Department would cease provide all administrative support functions to the Municipal Railway.

(Funding would not be available for payment of lease payments to the Municipal Railway Improvement Corp.)
 (\$51,205,546)

80% \$40,964,437 Department would make reductions in all administrative functions.

(\$10,241,109)

95% \$48,645,269 Department would make reductions in all administrative functions.

(\$2,560,277)

102.17% \$52,319,060 This funding level would provide the department with the same funding level as approved by the Board of Supervisors for fiscal year 1993-94 including supplemental appropriations approved during the year, funding for the new Transportation Commission and \$634,688 for a mandatory drug testing program

\$1,113,514

114.92% \$58,847,095 This funding level would enable the department to increase funding for increased security on Muni transit vehicles and at Muni facilities, and add 24.5 FTE positions for improvements in other administrative areas.

\$7,641,549

Department: Social Services

Overview

Our zero based budget analysis for the Department of Social Services (DSS) was limited to the General Assistance and Homeless Services Divisions, since these programs are entirely supported by the General Fund. The attached organization charts reflect the current activities and functions of these divisions.

Significant changes in the General Assistance Division include a decrease during 1993-94 of actual GA aid payments below projected levels. It is not known whether this decline in GA caseloads and aid expenditures during 1993-94 will continue in 1994-95. We have estimated 1994-95 aid expenditures at \$51.3 million, or approximately 2 percent less than our current estimate for 1993-94 aid expenditures of \$51.6 million. The specific reasons for the decline of caseloads during 1993-94 cannot be precisely identified.

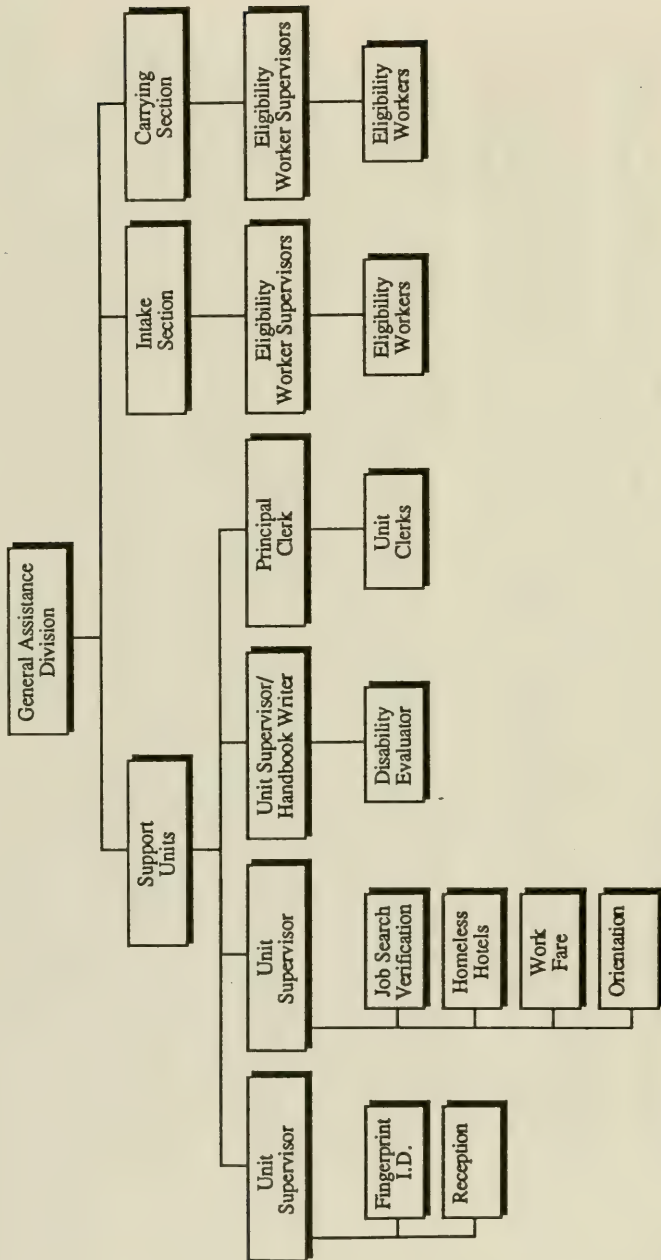
Our zero-based budget analysis also includes estimates of the savings which would be realized if the monthly GA grant were reduced below the current grant amount of \$345 per month for a single individual. The GA grant amount is a policy matter for the Board of Supervisors. DSS proposed budget does not include a scheduled cost of living adjustment (COLA) for GA grant recipients which is scheduled to take effect July 1, 1994. Unless the COLA is suspended by the Board of Supervisors, GA aid expenditures will be under-budgeted by approximately \$1 million. The Budget Analyst's estimate of aid expenditures would increase by \$1 million from \$51.3 million to \$52.3 million if the scheduled COLA is not suspended by the Board of Supervisors.

Significant changes in the Homeless Services Division in 1994-95 include an increase of approximately \$1.3 million for homeless contracts. Proposed new contracts for 1994-95 include funds for a new family shelter, a supportive housing program for GA recipients, and a mandatory direct rent payment program for homeless GA clients, whereby rent payments (estimated at \$280 per month) would be deducted from the GA grants of homeless clients and the remainder (estimated at \$65 per month) provided to the recipient. Approval of the proposed new contracts in the Homeless Services Division is a policy matter for the Board of Supervisors.

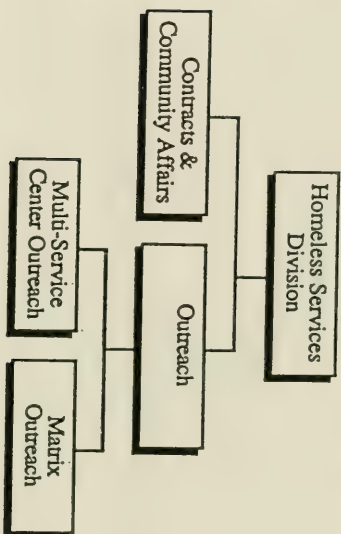
DSS has requested 13 new positions for its GA and Homeless Services Division for 1994-95, including 8 new case workers in the GA Division and two permanent positions for Matrix outreach services which were funded with temporary salaries in 1993-94.

The Governor has submitted a new realignment proposal for the State's social service programs in 1994-95. This proposal could significantly alter funding formulas in many DSS programs and the costs to the General Fund of providing social services. However, complete details of the Governor's realignment proposal are not yet available, and will have a lesser impact on the GA and homeless programs which we have analyzed for this report, since these programs are already fully supported by the General Fund.

Department of Social Services - General Assistance Division



Department of Social
Services - Homeless
Services Division



Department Summary

Department: Social Services (General Assistance and Homeless Services Divisions only)*

Mission Statement:

To provide financial assistance and social services in an effective, respectful, and timely manner to eligible needy persons, in order to meet their basic necessities, maximize self-sufficiency, and stabilize families.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94		Revenues Net General Fund
	FTE	Costs	
1 GA Administration	163	\$8,020,793	\$0
GA Overhead	—	\$2,748,257	\$0
GA Aid payments	—	\$52,378,015	\$0
Subtotal	163	\$63,147,065	\$0
2 Homeless Services	8	\$7,712,458	\$0
Homeless Overhead	—	\$226,283	\$0
Subtotal	8	\$7,938,741	\$0
3 All other programs	1124	\$239,499,895	\$216,588,622
TOTAL	1295	\$310,585,701	\$216,588,622

1994-95

	1994-95 Expenditures		1994-95 Revenues	
	Department	Mayor	Department	Mayor
1 GA Admin	176	\$9,066,572	\$0	\$0
GA Aid payments	—	\$51,902,728	\$0	\$0
GA Overhead	—	\$3,066,818	\$0	\$0
Subtotal	176	\$64,036,118	\$0	\$0
2 Homeless Services	10	\$9,198,970	\$0	\$0
Homeless Overhead	—	\$134,143	\$0	\$0
Subtotal	10	\$9,333,113	\$0	\$0
3 All other programs	1156	\$244,815,585	\$223,220,006	\$223,220,006
TOTAL	1342	\$318,184,816	\$223,220,006	\$223,220,006

* Only these programs were reviewed in this department because they are supported entirely by the General Fund. The department's other program areas are largely subvented by State and Federal funds.

Department: SOCIAL SERVICES
Program: General Assistance

Sub-programs ranked by department:*

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 GA Administration	Manages and oversees the General Assistance program	4	\$229,342	4	\$230,894
1 Reception	Assists GA and Food Stamp clients to access services; distributes and receives application materials; receives requests from clients to see eligibility workers; responds to inquiries.	14	\$38,460	14	\$42,104
1 Intake	Evaluates the GA eligibility of new applicants. Assesses employability and refers to "Evaluation" for workforce or "Triage" for assessment; explains program requirements; gets proof of identity; creates automated case records; approves 1st aid payment. A 1985 stipulated judgment requires that all new applicants for General Assistance must be seen by an intake worker within three working days of the applicant's first appearance. Emergency food and housing must also be provided up to the appointment.	54	2,677,070	54	2,695,183
1 Carrying	Reviews open GA cases at least every 6 months for redetermination; sees homeless clients at least every month to verify SF "residence." Refers clients to services; arranges medical and psychological evaluations; responds to inquiries and complaints.	70	3,468,708	80	3,883,867
1 Unit Clerks	Open, clear, transfer, and close cases; distribute mail and information; track case movement; assist in verifying information; supervisor acts as liaison between program staff and support staff. Includes two staff reassigned to GA from other DSS programs.	17	637,607	16	604,175
1 Orientation	A required information session for all new GA applicants under the City's GA ordinance. Monitors attendance and informs eligibility workers of clients who fail to appear. Explains GA rights and responsibilities, including welfare requirements.	1	48,455	1	\$48,783
2 Handbook	Producing new GA Handbook; revises forms as needed; edits new procedural instructions; supervises Triage/DES clerical staff	1	56,636	1	41,743

* Sub-programs ranked "1" are essential to the performance of mandated functions, according to DSS

Department: SOCIAL SERVICES
Program: General Assistance

Sub-programs ranked by department:*

	Description	1993-94			1994-95		
		FTE	Cost	FTE	Cost	FTE	Cost
3	Triage/Disability Evaluation Provides clerical support for contracted LCSWs who evaluate the employability status of GA applicants and refer clients to treatment programs. Clerical staff maintain medical records, arrange medical appointments, and interface with eligibility workers.	2	\$279,892	2	\$560,764		
4	Fingerprint ID Obtains fingerprint of every GA applicant to prevent duplicative payment across counties (i.e. Alameda, Los Angeles, Contra Costa). For a temporary period, arranges fingerprinting of all existing GA clients.	1.5	153,255	2	275,495		
5	Job Search Verification For GA recipients engaged in job search rather than workfare. Verifies compliance with job search requirements by contacting employers to confirm that an application for employment was actually made.	2.2	105,404	2.2	106,118		
6	Evaluation Coordinates workfare placements for employable GA clients.	1.1	51,287	1.1	51,634		
7	Workfare "Jet Desk" Monitors daily attendance at workfare evaluations and at job sites; notifies eligibility workers if a GA recipient fails to appear.	2.2	179,204	2.2	134,774		
8	Homeless Hotels Placements Places homeless clients with medical emergencies in temporary housing: (a) those to be released as inpatients who would otherwise remain hospitalized and (b) clients referred by clinics who would otherwise become hospitalized. Also locates temporary housing for homeless GA applicants (a) whose applications are "pending" for verification of eligibility or (b) who are found presumptively eligible while awaiting intake appointment.	2.4	119,564	2.4	120,373		
	Inspections Monitors the quality and regulatory compliance of homeless hotels used by DSS and its contractors. Interfaces with DPW, DPH and SFFD to conduct regular inspections of homeless hotels. Monitors compliance with excess insurance requirements for homeless hotels.	1.2	45,516	1.2	49,720		

Department: SOCIAL SERVICES
Program: General Assistance

Sub-programs ranked by department:*

Description

FTE	1993-94		1994-95	
	Cost	FTE	Cost	FTE

Budget adjustments

Salary savings

Unit Clerks - clerical error (positions budgeted in other DSS divisions in 1993-94)	(7)	(\$444,671)	(7)	(\$279,055)
Fingerprint ID temporary salaries out (budgeted in DSS Administrative Services Division)	(2)	(74,987)		
Homeless hotels temporary salaries out (budgeted in DSS Administrative Services Division)	(1)	(15,761)		
	(1)	(34,188)		

SUBTOTAL: GA DIVISION BUDGET

163	\$8,020,793	176	\$9,066,572
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Allocated Overhead

General Assistance Division's share of DSS operating costs, based on time studies and DSS allocation method	2,748,257	3,066,818
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GA aid payments

Source of cash assistance to GA clients; the monthly grant level is currently \$345 for a single individual.	52,378,015	51,902,728
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Budget adjustments

Unit Clerks - clerical error	2	74,987
Fingerprint ID temporary salaries in	0.5	15,761
Homeless hotels temporary salaries in	1	34,188

TOTAL GA PROGRAM COST

166.5	\$63,272,001	176	\$64,036,118
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5/8/94

Department: Social Services
Program: General Assistance

Objectives/Performance Measures:

1992-93* 1993-94

GA Administration

Improvements in performance measures for all General Assistance sub-program areas

Reception

Average number of clients seen in the GA waiting area daily.

900-1,400

Number of GA clients requesting appointments with eligibility workers daily

600-800

Number of telephone calls received in Reception area daily

130-200

Intake

Average number of intakes per month

65

Average delay between client's first appearance and Intake appointment

n/a

Average number of "special intakes" (off-site) per month per worker

50

Number of clients discontinued due to failure to apply to DMV within five days.

26

Number of birth certificates requested by GA workers for clients applying for DMV proof of identity

n/a

Number of medical/psych appts scheduled by Intake workers to verify

50

Average delay in obtaining medical or psych appointments to verify unemployment

6 weeks

Number/percent of new cases rejected by carrying case worker after transfer from

15

Percent of new applicants/GA clients found employable/unemployable/SSI pending

n/a

Number of Fair Hearings scheduled monthly for intake workers

n/a

Fingerprint Identification

Number of new or existing GA clients fingerprinted between March 7 and April 20, 1994

4882

Number of all fingerprinted clients resulting in confirmed matches

1

Number of fingerprints taken 3/7-4/20 requiring assistance from ADA worker or District Attorney expert

151

Number of clients discontinued since inception for failure to comply with fingerprint requirement

n/a

*not available

Department: Social Services
Program: General Assistance

Objectives/Performance Measures:

	1992-93*	1993-94
Orientation		
Number of clients scheduled for orientation/week		460
Number of clients seen at orientation per week		378
Number/month of GA applicants denied aid for failure to attend orientation		185
Number/month of clients denied aid who subsequently re-apply		n/a
Evaluation		
Number of clients scheduled for evaluation/week		303
Number of clients seen at evaluation per week		204
Number of GA clients discontinued per week for failure to attend the evaluation	12	28
Percent of clients discontinued who subsequently remedy and receive aid		28%
Triage/Disability Evaluation		
Number of clients referred to DES daily for disability evaluations		120
Number of clients seen by LCSWs/day		50
Average duration of disability evaluations, in minutes		18
Waiting period for disability evaluation appointment with LCSW		6 weeks
Percent found unemployable of those claiming psychological disability		n/a
Number of referrals by LCSWs to service agencies(day, week, or month)		n/a
Workfare "Jet Desk"		
Number of clients required to perform workfare per month		1,255
Number of workfare hours performed per month		18,129
Number of clients discontinued per month as a result of failure to attend workfare assignment		477
Of clients discontinued, number of discontinuances which were rescinded, resulting in continued aid		n/a

Department: Social Services
Program: General Assistance

Objectives/Performance Measures:

	1992-93*	1993-94
Job Search Verification		
Average number of clients enrolled in job search verification/month		500
Number of employer contacts/month required to be submitted by aid recipients		20
Number of clients discontinued per month as a result of job search failure, verified by DSS		86
Net number of clients removed from aid per month as a result of job search failure		46
Workload target = 160 job search verifications per day per worker (= 20 contacts x 8 clients per day). Number of minutes allowed for each job verification at this workload target (160 verifications/480 minutes in a workday).		
Carrying caseload (average number of carrying cases divided by number of carrying workers) based on actual average caseload 6/93-2/94	3	
Percent of cases reviewed ("redetermined") as scheduled at least every 6 months	261	
Average elapsed time between redeterminations	85%	
Percent of homeless clients seen as scheduled at least once/month	6.5 months	
Number of medical/psych evaluations scheduled for those claiming to be	90%	
Number of Fair Hearings scheduled monthly for carrying workers	70	
	120	
Unit Clerks		
Average number of GA cases closed/month by unit clerks	3000	
Number of pieces of mail received and distributed by unit clerks per time period.	n/a	
Handbook		
Percent FTEs actually spent revising the GA Handbook in 1993-94	0.30 FTE	
DSS current estimate of remaining FTEs needed in FY 1994-95 to complete revisions to GA Handbook based on current laws and regulations	1.0 FTE	

Department: Social Services
Program: General Assistance

Objectives/Performance Measures:

1992-93* 1993-94

Emergency Hotels
Number of referrals to homeless hotel program per night
Total number of homeless persons placed in hotels per night

113-140

79-98

1. Medically fragile

28

2. Presumptively eligible

50-67

3. Pending while documentation is obtained to establish eligibility

1-3

Number of clients referred but not placed in homeless hotel rooms

1. Medically fragile

35-42

2. Presumptively eligible

0

3. Pending while documentation is obtained to establish eligibility

0

Annual bed nights in homeless hotels rather than SFGH

50,960

Annual bed nights in homeless hotels for pending or presumptively eligible

124,280

GA Grant

Percent of GA clients in each status, per DSS assessment

Employable

37%

Short term unemployable

41%

Long term unemployable/SSI pending

22%

Average period on aid for each General Assistant recipient:

Employable

months

Short term unemployable

n/a

SSI pending

n/a

5/8/94

Department: Social Services
Program: General Assistance - Administration

Impact of Funding Adjustments:

1993-94 Funding Level: \$10,769,050

% 1993-94	\$ Amount	Impact
0%	\$0	
	(\$10,769,050)	
80%	\$8,615,240	
	(\$2,153,810)	

0%

\$0

(\$10,769,050)

80%

\$8,615,240

(\$2,153,810)

• Eliminating the General Assistance program is infeasible inasmuch as it is mandated by State law.

• In addition to the 95 percent budget reductions, DSS would:

• Eliminate the remaining staff in the GA Division's homeless hotel program. This would delete one 2905 Sr. Eligibility Worker and .6 FTE 2907 Eligibility Worker Supervisor. Budgeted salary and benefit costs for these 1.6 FTEs are \$82,994. DSS estimates net GF savings at \$114,976.

• Eliminate the Fingerprint Identification Program. This would eliminate 1 FTE in Class 1426 Sr. Clerk Typist (if not reassigned to other duties). The budgeted cost of this position is \$37,747. DSS estimates net GF savings of \$11,214 for this position. In addition, DSS would eliminate the \$100,000 1993-94 cost of the fingerprinting computer system. Total savings estimated by DSS to eliminate this program would be \$111,214. (The cost of the program is budgeted to increase in 1994-95 to \$275,495.) DSS estimates that eliminating the fingerprint program will result in increased costs for GA aid payments of approximately \$750,000 in 1994-95.

• Eliminate 2 1426 Sr. Clerk Typists in the Triage/Disability Evaluation Unit who support disability evaluation determinations. The budgeted cost for these positions is \$75,495. DSS estimates net GF savings of \$22,456. Impact would be the elimination of clerical support for the disability determinations which are used in applications for SSI and MediCal. This would result in reduced Federal SSI and MediCal benefits for DSS clients who otherwise must be supported by GA.

• Eliminate 2 1426 Sr. Clerk Typists, 15 2905 Eligibility Workers, and 3 2907 Supervisors in the GA program. This would reduce staffing in eligibility functions and increase GA caseloads per worker. The budgeted cost of these 20 positions is \$959,820. DSS estimates the net General Fund savings from eliminating these 20 positions at \$1,344,729.

Total reductions at 80 percent funding are \$2,129,375 or \$24,435 less than the 80 percent target of \$2,153,810.

Department: Social Services
Program: General Assistance - Administration

Impact of Funding Adjustments:

1993-94 Funding Level: \$10,769,050

% 1993-94 \$ Amount Impact

95% \$10,230,598
(\$538,453)

- Eliminate one 2905 Eligibility Worker who monitors conditions and inspections at the SRO hotels used in DSS programs. This was a new function in 1993-94 which was instituted as part of the Matrix program. The 1993-94 cost was \$34,118 for temporary salaries.
- Eliminate the General Assistance workfare program for employable GA recipients. (Alternatives include job search verification and GATES. However, DSS indicates that the capacity of the GATES program to accept GA clients is limited.) This reduction would result in the elimination of 1 2905 Sr. Eligibility Worker who oversees workfare evaluations; 1 1426 Sr. Clerk Typist; 1 1807 MIS Technician; and .25 FTE Class 2907 Eligibility Worker Supervisor. The budgeted salary and benefit costs of these positions is \$136,408. DSS estimates GF savings if these positions are eliminated at \$172,856. DSS would also eliminate workers compensation costs budgeted at \$95,000 in 1993-94. Total savings: \$267,856. DSS estimates that eliminating the workfare requirement as a condition of receiving aid would lead to an increase in GA aid payments of an estimated \$1.8 million in 1994-95.
- Eliminate one 1404 Clerk who provides clerical support to eligibility workers. The budgeted salary and fringe benefit costs for this position are \$33,670. DSS estimates net savings to the General Fund of \$9,460 if the position is eliminated.
- Eliminate Job Search Verification. DSS would not verify compliance with the job search requirement for GA recipients. This would eliminate 2 2905 eligibility workers and .15 FTE 2907 Supervisor. The budgeted salary and fringe benefit costs of these positions is \$106,118. DSS estimates net savings to the General Fund at \$153,344, since eligibility workers in other DSS programs would generate additional State and Federal revenue. DSS estimates that eliminating the Job Search Verification program would result in increased expenditures for GA aid payments in 1994-95 of approximately \$761,000.

Department: Social Services
 Program: General Assistance - Administration

Impact of Funding Adjustments:

1993-94 Funding Level: \$10,769,050

% 1993-94	\$ Amount	Impact
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- Eliminate one 2905 Sr. Eligibility Worker in the GA Division's homeless hotel program, which places medically fragile homeless persons and homeless GA applicants awaiting eligibility determinations in temporary housing. The budgeted salary and fringe benefit costs for this position are \$48,783. DSS estimates net savings to the General Fund at \$71,222.

The net General Fund savings (as estimated by DSS) for these reductions would be \$536,000, or \$2,453 less than the targeted 95 percent reduction of \$538,453.

110%	\$11,845,955
	\$1,076,905

- DSS would add 8 2905 Eligibility Workers, 1 2907 Supervisor, and 2 1426 Sr. Clerk Typists in order to reduce the average caseload per eligibility worker and provide closer monitoring of cases. The salary and fringe benefit costs of these 11 new positions would be \$512,924. DSS estimates the net General Fund cost to add these positions would be \$683,789, since Eligibility Workers in other programs would generate less State and Federal revenue.

- DSS would continue to add Eligibility Workers, Supervisors, and support staff using the increased 110 percent allocation, in order to reduce caseloads and improve its overall management and oversight of GA cases.

Department: Social Services
Program: General Assistance - Aid payments

Impact of Funding Adjustments:

1993-94 Funding Level: \$52,378,015
 Estimated actual cost: \$51,629,587

% 1993-94 Actual	\$ Amount	Impact
0%	\$0	
	(\$51,629,587)	

Aid payments cannot be eliminated inasmuch as General Assistance grants are mandated by State law. Under State law, General Assistance grants must be at least equal to the grant made in the AFDC program. The AFDC program currently provides a \$299 monthly grant to families with one member who is eligible for AFDC. Therefore, the City's monthly grant for a single individual cannot be less than \$299, unless and until the State reduces the AFDC grant below \$299 for a single eligible individual.

80% \$41,303,670
 (\$10,325,917)

A 20 percent reduction from the Budget Analyst's estimate of 1993-94 actual aid expenditures of \$51,629,587 would create savings of \$10,325,917. We have estimated the grant reduction which would be needed to realize this 20 percent reduction, based on the size of the caseload in the current year. We estimate that, in order to reduce total aid by 20 percent or \$10,325,917 from the actual 1993-94 level, the monthly GA grant for a single individual would have to be reduced from \$345 to \$281.81, a decrease of \$63.19 per month or approximately 18.3 percent. Such a reduction below the State's comparable \$299 grant in the AFDC program is not permissible under State law.

If the monthly GA grant for a single individual were reduced to the current \$299 minimum which is permissible under State law, the Budget Analyst estimates, based on the size of the GA caseload in 1993-94, that total GA expenditures would be \$44,234,629. This would be \$7,394,958 or approximately 14.3 percent less than actual 1993-94 expenditures which we estimate at \$51,629,587 (based on actual expenditures through March 30, 1994).

It cannot be determined precisely whether the size of the caseload will increase, decrease, or remain unchanged in 1994-95 compared to 1993-94. Based on the Budget Analyst's current estimates for GA caseloads in 1994-95, a reduction of the grant amount to \$299 would result in estimated aid expenditures of \$43,486,680 in 1994-95. This would be \$7,829,867 or approximately 15.3 percent less than our current estimate of GA expenditures for 1994-95 of \$51,316,547 at the current \$345 grant level.

Department: Social Services
 Program: General Assistance - Aid payments

Impact of Funding Adjustments:

1993-94 Funding Level: \$52,378,015
 Estimated actual cost: \$51,629,587

<u>% 1993-94</u> Actual	<u>\$ Amount</u>	<u>Impact</u>
95%	\$49,048,108 (\$2,581,479)	A 5 percent reduction from the Budget Analyst's estimate of 1993-94 actual aid expenditures of \$51,629,587 would create savings of \$2,581,479. We have estimated the grant reduction which would be needed to realize this 5 percent reduction, based on the size of the caseload in the current year. We estimate that, in order to reduce total aid by 5 percent or \$2,581,479 from the actual 1993-94 level, the monthly GA grant for a single individual would have to be reduced from \$345 to \$329.20, a decrease of \$15.80 per month or approximately 4.6 percent.

110%	\$56,792,546 \$5,162,959	An increase of \$5,162,959 in aid expenditures would result in an estimated \$30.47 increase in the maximum authorized monthly GA grant, from \$345 to \$375.47, an increase of 8.8 percent. GA grant recipients, who now receive an average monthly grant of \$329.60, would instead receive an average monthly grant of \$358.71, an increase of approximately 9 percent. The expected increases would not be exactly equal to 10 percent unless SSI reimbursements, which partially offset GA expenditures, also increased by 10 percent.
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5/8/94

Department: SOCIAL SERVICES

Program: Homeless Services

Sub-programs:

Description

	1993-94	1994-95
FTE	Cost/FTE	Cost

Homeless Div. Admin

Administration

Manages and oversees homeless contracts and outreach workers, liaison to the

4	\$243,534	4	\$252,015
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Multi Service Center Outreach

Two full-time and two .50 FTE budgeted social workers (total of 3.0 FTEs) conduct outreach to homeless persons at the two Multi Service Centers. The MSC North outreach position (1.0 FTE) is currently vacant.

3	143,887	2	99,266
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Matrix Outreach

Permanent salaries Two .50 FTE budgeted social workers conduct outreach to homeless individuals in conjunction with the Matrix program.

1	47,962	4	190,544
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Temporary salaries Two temporary social workers conduct outreach in conjunction with the Matrix program.

2	64,008	0	0
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DSS has proposed to add these 2 FTEs as permanent positions in 1994-95.

Total Matrix outreach

3	111,970	4	190,544
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Budget Adjustments

Salary savings

-28,550	-17,687
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Temporary salaries out

-2	-64,008
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Medical service

20,000	0
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Homeless Svcs Admin Budget

8	\$426,833	10	\$524,138
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Department: SOCIAL SERVICES
Program: Homeless Services

Sub-programs:	Description	1993-94	1994-95
		FTE	Cost
Homeless Contracts:			
Families			
Richmond Hills MSC	Provides emergency shelter for up to 90 days for 15 to 20 homeless families (men and women with children).	\$465,188	\$465,188
Hamilton Family Center	Provides emergency shelter and support services for up to 28 days for homeless families and pregnant women.	270,416	303,675
Traveler's Aid-Hotel Rooms	Provides temporary housing (28 to 90 days) for homeless families, and provides case management, family counseling, support groups for women and teens, and child enrichment programs.	242,970	242,970
Catholic Charities Winter Shelter	Provides 10 hotel rooms for homeless families during the winter months.	51,000	0
Travelers' Aid-Clara House	Provides local match for Federal grant funds. Local share is used to provide support services in transitional housing for 30 persons.	0	115,000
Travelers' Aid-Childcare	Provides childcare for homeless children ages 2-7, including early childhood education and healthy meals.	57,524	57,524
Catholic Charities-Family Svcs	Provides supportive case management and long term follow up to families threatened with eviction; seeks to transition homeless families into permanent housing; provides specialized children's services.	160,873	160,873
Red Cross Eviction Prevention	Stabilizes families on AFDC who are threatened with eviction, through early intervention, case management, and rental assistance grants.	80,000	70,000

Department: SOCIAL SERVICES

Program: Homeless Services

Sub-programs:

Description

Shelters

Dolores St. Shelter	Provides emergency shelter and sleeping facilities to homeless men (primarily Latino); total of 70 beds in 3 shelters.	\$189,837	\$189,837
Salvation Army Winter Shelter	Provides 55 shelter beds for men.	105,400	228,000
Episcopal Sanctuary	Provides 250 shelter beds for men and women.	677,988	678,326
Hospitality House	Emergency shelter providing 40 beds for men.	108,477	108,477
Women's Shelter (CATS)	Provides shelter for 40 women with mental disabilities.	151,868	125,000
Interfaith Winter Shelter	Provides emergency shelter during winter months at local churches for homeless single men; also provides counseling services. DSS funds staff coordination and support costs.	32,999	32,998

Multi-Service Centers

North (Episcopal Community Services)	Provides 100 beds for men, 100 beds for women, and 25 beds for persons discharged from hospitals. Half of beds are reserved for persons on case management; remainder are assigned by lottery. Also offers drop-in center, support services.	1,704,774	1,704,774
South (St. Vincent de Paul)	Provides shelter as at the MSC North, with a capacity of 200 men's beds.	1,556,952	1,556,952
Maintenance	Budgeted cost for maintenance at the multi-service centers	50,000	70,000

Transitional Housing

Conard House (North)	Collaborates with the Tenderloin Housing Clinic to provide housing placement services. Also provides assessment, case management, community referrals, and money management for clients who are unable to access or sustain housing.	397,190	397,100
Catholic Charities-Cuerrero House	Provides a transitional residential program for homeless men and women age 18-21; provides educational, vocational, and employment services.	104,500	104,500
Innovative Housing Program	Provide services and case management to maximum of 18 single women 18 and over, with emphasis on employment readiness; fosters transition to independent living during 6 to 24 months in residence.	44,976	44,976
Housing for Independent People	Provides a local match for Federal funds. DSS funds training and stipends for community development activities at homeless facilities.	20,000	20,000

Department: SOCIAL SERVICES
Program: Homeless Services

Sub-programs:

	1993-94	1994-95
FTE	Cost/FTE	Cost

Description

Permanent Housing

Hospitality House	\$167,035	\$167,035
Community Housing Partnership	362,837	420,858
Mission Housing Development	55,448	55,448

THC Modified Payment

	276,425	276,425
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Provides housing (Cambridge Hotel) and support services to employable men and women, in order to assist them to obtain and maintain long term employment and housing. Provides a supportive SRO living environment through tenant participation in hotel management, linked to vocational and rehabilitation services. Services are provided at the Senator and the San Cristina Hotels.

Provides housing and support services to homeless single adults on SSI or GA at the Parkview and Madrid Hotels SROs ("South Park Residence"); promotes stabilization and transition to independent living.

Seeks to reduce homelessness by enrolling 600 GA, and 280 SSI or SSA clients, in a voluntary direct rent payment program. The objective is to assist at least 70 percent of participants to establish hotel tenancy by remaining housed for at least 30 days at rents not to exceed \$280 per month. Checks are issued to THC, which makes negotiates rents, makes payments to landlords, and provides the remainder of the monthly GA, SSI, or SSA grant to the participant after rent has been paid. The program also makes referrals to service agencies for SSI and SSA clients.

THC Shelter Grievance Advocate

	28,000	28,000
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THC SSI Rep Payee

	49,764	49,764
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Conard SSI Rep Payee

	319,973	348,615
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New Requests 1994-95

St. Paulus Family Place

	0	150,000
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A new family shelter to provide shelter, meals, and case management for 40 family members, and to assist them to locate permanent housing. Funding would be provided for six months beginning January, 1995.

Department: SOCIAL SERVICES
Program: Homeless Services

	1993-94		1994-95	
	FTE	Cost/FTE	FTE	Cost
Sub-programs:				
Community House		\$0		\$25,000
A supportive housing program to provide permanent housing and support services to otherwise homeless clients receiving General Assistance. Placements will be made in SROs, with on-site support services. Funds would be provided by the Mayor's Office of Community Development through March 30, 1995; DSS would fund operations for 3 months beginning April 1, 1995.				
Direct Rent Payment		0		750,000
A mandatory direct rent payment program for homeless persons receiving General Assistance. DSS states that the program objective is to ensure that the GA grant for homeless persons is used to obtain housing. All homeless GA clients would be required to participate. Rent payments estimated at \$280 would be deducted from the GA grant, with the \$65 balance provided to the grant recipient. The program would be operated under contract, with contractor to be selected through a Request for Proposal which has not yet been issued. The \$750,000 requested includes approximately \$435,000 for fiscal administration and \$315,000 for case management services. DSS now estimates that the program will not be implemented until December 1, 1994. Of an estimated 3,000 GA clients now reporting to be homeless, DSS expects 750 to 1,000 to participate, with the remainder either reporting an address (because they were not in fact homeless) or dropping from the GA caseload.				
Season of Sharing		0		8,000
DSS would support one non-profit agency staff position to coordinate "Season of Sharing" housing services which are funded by \$300,000 in outside funds.				
Budget Adjustments				
Transfer to Children's Fund		(803,483)		(803,483)
Surplus funds		1,694		
Revenue transfer in		(20,000)		
Total non-profit contracts		\$6,910,625		\$8,151,832

Department: SOCIAL SERVICES
Program: Homeless Services

	1993-94		1994-95	
	FTE	Cost/FTE	Cost/FTE	Cost
Sub-programs:				
Other contract services				
Homeless hotels		\$375,000		\$450,000
Mission Hotel		0		73,000
Funds for hotel placements for medically fragile homeless and those awaiting GA determination. Placements are administered and coordinated by the GA Division of DSS.				
Funds for placements at the Mission Hotel for homeless persons referred from the MATRIX program.				
Total Contractual Services		\$375,000		\$523,000
Total Budgeted Cost - Homeless Services Div		\$7,712,458		\$9,198,970
Budget Adjustments:				
Allocated DSS overhead		226,283		134,143
Temporary salaries in		64,008		
DSS Homeless Services Total Cost		8,002,749		9,333,113

Department: Social Services
Program: Homeless Services

Sub-programs:

Objectives/Performance Measures:

Administration

Improvements in performance in all other program areas.

1992-93

1993-94

Multi Service Center Outreach

Number of MSC clients provided with case management services per month.	11
Number of MSC clients interviewed to determine GA eligibility per month	11
Number of MSC clients assisted with information concerning GA, per month	70
Number of special assessments for GA eligibility, per month	50
Number of responses/month to citizens' requests for DSS outreach to homeless	30
Number of information and referral contacts with homeless persons, per month	600
Number of crisis intervention contacts with homeless persons, per month	50
Number of homeless persons provided with transportation assistance and tokens, per month	100
Number of direct contacts per month with service agencies	30
Number of persons assisted with SSI information per month	20
Number of contacts per month with residents and merchants in the vicinity of the MSCs	50
Average number of neighborhood or community meetings attended per month.	2
Number of contacts with homeless advocates and service providers to coordinate services, per month	50
Average number of interventions with homeless encampments on public or private property, per month	2
Provide written reports of field work activities	daily
Total number of all Matrix outreach contacts, through April 11, 1994	2,246
Total number of referrals to the Mission Hotel, and as a percent of all Matrix contacts	660 or 29.4%
Total number of referrals who checked into the Mission Hotel	477
Number of bathrooms that are wheelchair accessible at the Mission Hotel	0
Number of Matrix contacts who signed the Initial Agreement to participate in a voluntary direct rent payment program, and those so agreeing as a percent of all Matrix contacts	426 or 19%

Department: Social Services
Program: Homeless Services

Sub-programs:

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
Number of contacts who accepted but subsequently dropped out of housing services, and as a percent of those who signed Initial Agreement		286 or 67 %
Number of contacts who moved into permanent housing, and as a percent of those who signed the Initial Agreement		136 or 32%
Percent of all Matrix outreach contacts who moved into permanent housing		6.05%

Non Profit Contracts

DSS reports the following aggregate levels of service provided by non-profit contractors to homeless adults and families. These statistics reflect the total capacity, at any one time, of the non-profit service providers who receive financial support from DSS.

Families

Number of beds provided for family members	149	196
Number of additional winter shelter beds for families	711	726
Number of families receiving support services	n/a	35
Number of families receiving eviction prevention services	n/a	33

Adults

Number of shelter beds	906	906
Number of single room occupancy hotel rooms	65	65
Number of persons receiving supportive services	826	826
Number of persons served by day and nighttime drop in services	500	500
Number of modified payment program and housing referral participants	1,750	1,750
Number of winter shelter beds	100	100
Number of representative-payee and case management participants	400	400
Number of women served by the Women's Shelter	70	70

Department: Social Services
Program: Homeless Services

Impact of Funding Adjustments:

1993-94 Funding Level: \$8,002,749

\$ 1993-94	\$ Amount	Impact
0%	\$0	Eliminating the homeless program would result in the elimination of all housing, case management, and support services currently provided by DSS and its contractors.
	(\$8,002,749)	
		At reduced funding levels, DSS would reconfigure its homeless services to include some new programs which are budgeted for 1994-95, while reducing or eliminating some programs currently in place, in order to meet the targeted funding reductions.
80%	\$6,402,199 (\$1,600,550)	In addition to the 95 percent budget reductions, DSS would: Further reduce shelter programs by \$331,127. In addition to the reductions of \$430,582 which were identified at the 95 percent funding level, the total decrease in shelter programs would be \$761,709, or approximately 62 percent of shelter funds. This additional reduction of \$331,127 would result in a loss of approximately 121 additional shelter beds per night. Total shelter beds lost at the 80 percent funding level would be 278. Further reduce services at the MSCs by \$494,286. In addition to the reductions of \$114,968 which were identified at the 95 percent level, the total decrease for the MSCs would be \$609,254, or approximately 18.7 percent of total funds. The total reductions at the MSCs would eliminate 1,000 daily meals, and day time drop in programs for approximately 350 homeless persons. Drop-in services include counseling, mail, and respite services, and the use of shower and toilet facilities.

Eliminate the emergency hotel program for medically fragile homeless persons. Hotel placements are coordinated by the GA Division, but funds are budgeted in the Homeless Services Division to provide hotel rooms for medically fragile homeless persons.

Eliminating this program would result in the loss of 140 hotel rooms for medically fragile homeless persons who otherwise are likely to require hospitalization at San Francisco General Hospital.

95%

\$7,602,612 At 95 percent funding, DSS would make the following program changes:
(\$400,137)

DSS would add \$173,413 to existing programs which were not fully funded in 1993-94, in order to annualize these contract amounts for 1994-95. This \$173,413 increase in services would be offset by a corresponding decrease in other existing programs.

The existing contracts which would be annualized for 1994-95, at a total increase of \$173,413, are (1) Travelers Aid Clara House (\$86,750); (2) Community Housing Partnership (\$58,021); and (3) Conard House SSI Rep/Payee services (\$28,642).

In addition, DSS would add \$33,000 for new programs in 1994-95: \$25,000 for Community House, and \$8,000 to support the "Season of Sharing" program of services.

As a result of these funding increases totalling \$206,413, the funding reductions necessary to meet the 95 percent budget reduction target would increase by \$206,413 from \$400,137 to \$606,550.

In order to realize \$606,550 in funding reductions, DSS would:

Reduce Red Cross Eviction Prevention by \$10,000. Identical services would be provided through the new "Season of Sharing" program budgeted in 1994-95 at \$8,000. Consequently, DSS reports there would be no reduction of services from current levels.

Eliminate the Winter Shelter, operated in 1993-94 by Catholic Charities of San Francisco, for savings of \$51,000. This would eliminate 10 hotel rooms for homeless families during the winter months.

Reduce funds for homeless shelter programs by \$430,582, representing 34.9 percent of total 1993-94 funding for shelter programs of \$1,233,570. This would eliminate approximately 157 shelter beds for men and women.

Reduce funding at the North and South Multi-Service Centers by \$114,968, representing 3.5 percent of total 1993-94 funding for the MSCs of \$3,261,736. This would reduce day-time drop in hours at the MSCs by approximately 50 percent.

5/8/94

Department: Sheriff

Overview

The Sheriff's Department is facing a major expansion in 1994-95 with the planned opening of the new jail at the Hall of Justice. This is on top of extensive growth over the past few years with the opening of a new facility in San Bruno. Besides the new facilities, the Department has been renting space from Alameda County to send prisoners when San Francisco's own facilities are too crowded.

The jail population on March 21, 1994 was 2,083. The State Board of Corrections capacity for the jails in San Francisco is 1,749. The Sheriff's own rated capacity is 2,030. the 2,083 does not count 251 prisoners housed in Alameda County.

The Sheriff's Department is operating under a consent decree which limits the population and mandates a certain staffing level at Jail #1 (the 6th floor of the Hall of Justice). In addition, a recent lawsuit settlement mandates that certain posts be filled at the Jail #3 in San Bruno.

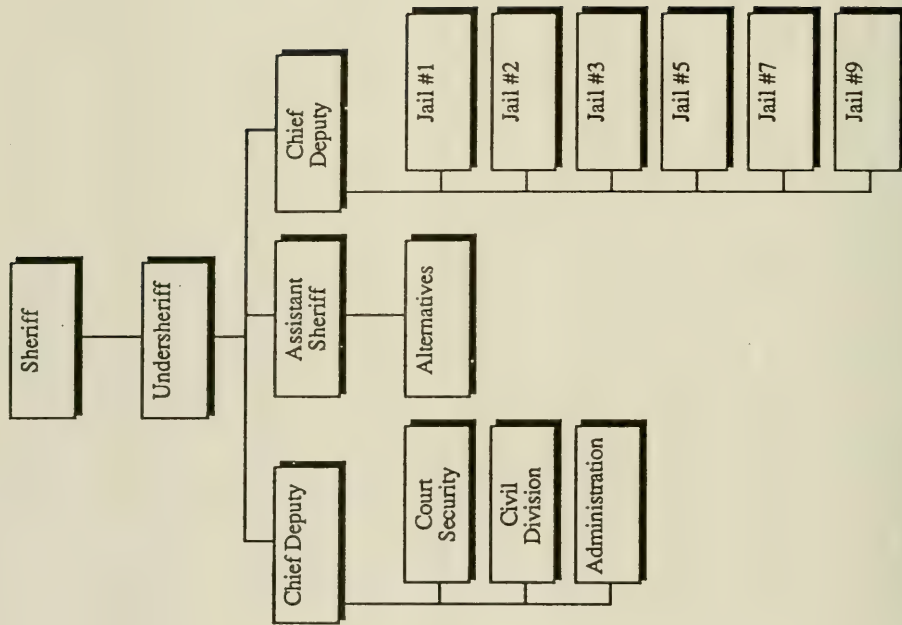
To accomodate the burgeoning prisoner population, the Department is attempting to expand its alternative programs including residential treatment, electronic monitoring, and others. In addition, in existing jails, the Department has been expanding its programs in an attempt to keep the prisoners busy and to reduce the incidence of violence in the jails.

Jail #7 (the newer jail in San Bruno) is a "direct supervision" jail which means that deputies supervise the prisoners in open modules, as compared to more traditional linear-style cell blocks. The Department has found direct supervision to be effective and will be further implementing that approach at the new jail at the Hall of Justice, scheduled to open in January, 1995.

The Department's 1994-94 budget was approximately \$56 million and there were approximately 588 employees. For 1994-95, is the Department is requesting approximately \$60 million and close to 700 employees.

The Department has not civilianized many of its administrative and clerical positions. As a result, costs are higher than may be necessary for a number of positions in the department due to higher retirement costs for deputy sheriffs. In some counties, a correction officer classification, paid at a lower rate than deputy sheriffs, has been created to work in the jails. As an alternative to these cost-saving options, the Sheriff is considering creation of a Recruit classification that would be paid at a lower wage than a deputy but would be eligible for promotion to deputy after 18 months. We support this concept or the alternative of creating a Sheriff's Technician classification to perform some of the administrative and clerical jobs in the department. Our recommendations include a number of suggestions for jobs where a Recruit or Technician would be appropriate.

Sheriff's Department



Department Summary

Department: SHERIFF

Mission Statement:

- Maintain and operate a safe and secure jail system
- Provide security for the Superior and Municipal Courts
- Provide execution and service of civil court orders, processes, and notices
- Develop and maintain alternatives to incarceration

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	FTE	Costs	Revenues	Net General Fund
Custody	419	\$44,593,093	\$2,511,710	\$42,081,383
Court Security/Civil	86	\$5,747,049		\$5,747,049
Administration	48	\$3,674,031		\$3,674,031
<i>Subtotal</i>	553	\$54,014,173	\$2,511,710	\$51,502,463
Capital Improvements		\$304,588		
TOTAL	553	\$54,318,761	\$2,511,710	\$51,502,463

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Custody	\$89,259,767	\$46,763,790	\$45,073,115	\$2,671,976	\$2,671,976	\$2,747,896
Court Security/Civil	5,905,409	5,490,160	5,648,520			
Administration	3,834,800	3,368,700	3,247,271			
TOTAL	\$58,999,976		\$53,968,906	\$2,671,976	\$2,671,976	\$2,747,896

5/9/94

Sub-program Descriptions and Costs

Department: SHERIFF
Program: Administration

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Office of Sheriff	Administer & manages all aspects of department operations	5	\$464,470	6	488,110
2 Legal Counsel	Provide legal advice to Sheriff; represent Sheriff in Fed. court on consent decree; reviews ADA issues, internal disciplinary issues	2	213,079	2	223,986
3 Public Information	Media contact, prepares reports for Bd of Correx, maintains jail pop. stats	2	121,185	2	118,848
4 Ombudsman	Liaison between inmates and staff to deal with inmate grievances (e.g., excessive force, disciplinary matters)	1	72,328	1	71,159
5 Special Assistant	Grants Application specialist; oversees SISTERS project	1	77,155	1	75,986
6 Capital Improvements	Oversees new jail construction, manages construction/renovation projects	2	167,660	2	165,323
7 Background	Administers background checks for new employees and jail clearances	4	281,267	4	276,592
8 R&D: I.S., Vhcls, Spl Projects	Maintains computers; liaison to ISD; oversees vehicle maint; spec projects	4	353,465	4	348,790
9 Internal Affairs/Investigation	Investigates complaints against officers, jail incidents, suicides, etc.	4	351,453	4	408,405
10 Personnel	Administers hiring & employee record-keeping for dept. Recruitment, physical agility	2	173,487	2	163,572
11 Training	Administers training program for department. POST and Bd of Corrects mandated.	6	522,457	6	515,445
12 Payroll	Administers preparation, collection and reporting of timesheet and payroll data	2	128,724	3	187,511
13 Purchasing	Oversees acquisition of equipment and supplies for department	2	154,255	3	181,401
14 Fiscal Services	Prepares and monitors department budget; performs dept. acting; handles trust accounts	3	241,469	3	237,962
15 Community/Public Relations	Senior Assistance Program; assists Civil evictions	1	90,533	1	89,364
16 City Hall Security	Metal Detectors at City Hall	7	261,043	8	282,364
TOTAL		48	\$3,674,030	52	\$3,834,818

5/9/94

Performance Measures and Objectives by Sub-program

Department: Sheriff Program: Administration

Sub-programs ranked by department:

*Objectives/Performance Measures:**

	1992-93	1993-94
Office of Sheriff	Constitutional, elected Officer	
Legal Counsel	# Lawsuits successfully defended	
Public Information	# Federal mandates successfully complied with	
	Ca. Code of Regulations	
	# of reports prepared re: jail population	
	# of department incident reports processed	
	# of prisoner grievances received	
Ombudsman	# of prisoner grievances successfully resolved	
	# of grants applied for	
Special Assistant	# of grants received for the department	
	# of capital projects currently in progress	
Capital Improvements	# of capital project phases completed	
	# of jail maintenance projects completed on time & on budget	
Background	Level of compliance with state mandated employee screening & investment requirements	
	# of candidate rejection appeals upheld	
R&D: I.S., Vehicles, Spcl Projects	# of planning & management information projects successfully completed	
	# of law enforcement grants applied for & received	
Internal Affairs/Investigation	# of complaints against employees received	
	# of investigations completed	
Personnel	# of requisitions received & processed	
	# of new employee orientations conducted	
Training	# of officers in compliance with POST Training requirements	
	# of officers in compliance with STC Training requirements	
Payroll	Compliance with PPSD requirements for employees as required	
Purchasing	# of requisitions processed for equipment, new line budget to actual expenditures for materials & supplies within 3%	
Fiscal Services	% of compliance with Controller mandated procedures	
	Budget to actual expenditures within 3%	
Community/Public Relations		
City Hall Security	# of security violations successfully resolved	

* Performance measure data unavailable from department

Impact of Funding Adjustments and Recommendations

Department: Sheriff
Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level:		\$3,674,030
% 1993-94	\$ Amount	Impact
0%	\$0	California Constitution would be violated.
80%	\$2,939,224 (\$734,806)	Purchasing, Fiscal Services, Community Relations, and City Hall Security would be eliminated; greatest negative public impact would be on senior citizens unable to find alternative housing without assistance, following evictions; next greatest negative public impact would be on employees and members of the public entering City Hall; elimination of Fiscal Services Officer would significantly reduce the ability of the Department to manage its budget effectively; elimination of the Purchasing Officer would delay acquisition of jail supplies necessary to meet state requirements for adult detention facilities.
95%	\$3,490,329 (\$183,702)	City Hall Security would be eliminated; negative public impact would be on employees and members of the public entering City Hall.
110%	\$4,041,433 \$367,403	City Hall Security could be increased to provide deputies in areas vulnerable to armed robbery, such as the Treasurer's Office; 24-hour security could be provided.

Sub-program Descriptions and Costs

Department: SHERIFF
Court Security/Civil Process

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
CI Scfy/Civil Admin.	Management of all court security, civil, and most administrative functions	1	\$110,046	1	\$111,283
CI Scfy Admin	Management responsibility for court security function	3	241,215	3	244,925
Courts HOJ	Pool of staff serving as bailiffs and movement deputies for courtrooms at Hall of Justice	33	2,206,356	33	2,247,169
Courts: City Hall	Pool of staff serving as bailiffs and movement deputies for courtrooms at City Hall	15	1,078,701	15	1,097,252
Courts YGC	Pool of staff serving as bailiffs and movement deputies for courtrooms at YGC	7	489,026	7	497,684
Courts: Calif Hall	Pool of staff serving as bailiffs and movement deputies for courtrooms at Calif. Hall	3	217,614	3	221,324
<i>Court Security Subtotal</i>		62	4,342,958	62	4,419,637
Civil: Admin	Manages all aspects of civil division	3	241,215	3	251,425
Civil: Field Sys	Serve processes, conducts evictions, issues warrants & related functions	10	687,901	10	721,935
Civil: Support Sys	Processes & accounts for all civil paperwork	11	474,975	11	512,412
<i>Civil Subtotal</i>		24	1,404,091	24	1,485,772
Total Court Security & Civil		86	\$5,747,049	86	\$5,905,409

Performance Measures and Objectives

Department: Sheriff
Program: Court Security/Civil

Objectives/Performance Measures: *

Sub-programs ranked by department:

Ct Cty/Civil Admin.

1992-93 1993-94 1994-95

Ct Cty Admin
Courts HOJ
Courts: City Hall
Courts YGC
Courts: Calif Hall

Number of violent or criminal activities in courtrooms
Number of violent or criminal activities in courtrooms
Times court proceedings delayed due to absence of prisoners
Number of violent or criminal activities in courtrooms
Times court proceedings delayed due to absence of prisoners
Number of violent or criminal activities in courtrooms
Times court proceedings delayed due to absence of prisoners
Number of violent or criminal activities in courtrooms
Times court proceedings delayed due to absence of prisoners

Civil: Admin
Civil: Field Svs
Civil: Support Svs

Revenue collections at or above budget
Errors in paperwork
Complaints
Unserved papers
Timing of checks processed

*Performance measures data unavailable from Department

Impact of Funding Adjustments and Recommendations

Department: Sheriff
Program: Ct Security/Civil

Impact of Funding Adjustments:

1993-94 Funding Level:	\$5,747,049
% 1993-94	\$ Amount
	Impact
0%	\$0 Sheriff would be unable to perform statutory duties related to court security and civil enforcement. (\$5,747,049)
80%	\$4,597,639 Court security for the civil departments of the Superior and Municipal Courts at City Hall and California (\$1,149,410) Hall would be eliminated; Court security for the juvenile division of the Superior Court at Youth Guidance Center would be eliminated; greatest negative public impact would occur with increase of disorderly conduct of persons attending court and corresponding increase in disrespect for the courts, juvenile division courtroom violence and escapes from custody would increase.
95%	\$5,459,697 Court security for the juvenile division of the Superior Court at Youth Guidance Center would be (\$287,352) eliminated; greatest negative public impact would occur with increase of juvenile division courtroom violence and escapes from custody.
110%	\$6,321,754 Court security for civil departments of the Superior and Municipal Courts at City Hall would be increased \$574,705 to assure one bailiff per courtroom at all times for each court in session.

Sub-programs and Descriptions

Department: SHERIFF

Program: Alternatives

Sub-programs ranked by department:

Out-of-prison programs funded by department					
	Description	1993-94			
		FTE	Cost	FTE	Cost
Office of Asst. Sheriff Legal Svs Inmate Programs/Services	Manages custody alternative programs and services provided both in and out of jail facilities	1	\$120,867	1	\$122,559
	Provides legal services and materials for inmates	2	143,895	2	147,278
	Oversees & coordinates inmates' contract education, counselling, and substance abuse services	3	215,958	3	221,033
Alternatives Admin Work Furlough Alternatives	Management of all custody alternative programs	1	181,362	1	1,229,485
	Program for low risk inmates who work outside of jail days & return to custody evenings	15	1,187,896	15	183,237
	Electronic monitoring, SWAP, residential treatment, own recognizance, pre-trial diversion programs	15	2,979,151	15	3,302,150
TOTAL		37	\$4,829,129	37	\$5,205,742

5/9/94

Performance Measures and Objectives

Department: Sheriff
Program: Alternatives

Sub-programs ranked by department:

Objectives/Performance Measures:

Office of Asst. Sheriff

Improvements in performance measures for all Alternatives sub-program areas

1992-93

1993-94

Legal Sys

Inmate access to law libraries (hours/week)
Inmate access to law libraries (visits/week)
Measure of inmate use of materials

Inmate Programs & Services

Reduction in violent incidents compared to previous year
Books available to inmates @ Jail #1 (Consent Decree reqmt)
Inmate participation in education, religious, and other programs
ADA \$ for year
GEDs awarded

Alternatives Administration

Improvements in performance measures for all program areas

Work Furlough

% minimum security prisoners who participate in program
% all participants/year who obtain jobs after program

Alternatives

Residential Treatment

SWAP
Electronic Monitoring

% of inmates sent who remain in program through end
% of inmates sent who remain sober or drug-free for duration of program
% minimum security prisoners providing community service
% minimum security prisoners electronically monitored

Performance measure data unavailable from Department

Impact of Funding Adjustments and Recommendations

Department: Sheriff
Program: Alternatives

Impact of Funding Adjustments:

1993-94 Funding Level:		\$ Amount	Impact
% 1993-94			
0%	\$0	(\$4,829,129)	Sheriff would be unable to perform statutory duties related to operation of Work Furlough; consent decree relating to legal services would be violated; immediate overcrowding at all jails would occur as courts were deprived of sentencing alternatives to incarceration.
80%	\$3,863,303 (\$965,826)		Residential Treatment and Home Detention Programs would be eliminated; immediate negative impact would be small increase in jail population by return of program participants to close custody; long term impact would be steadily increasing overcrowding of jails due to reduction of sentencing alternatives; corresponding judicial reaction likely to be strongly negative.
95%	\$4,587,673 (\$241,456)		Home Detention Program would be eliminated; immediate negative impact would be small increase in jail population by return of program participants to close custody; long term impact would be perceptible increase in jail population due to reduction of sentencing alternatives; judicial reaction unpredictable.
110%	\$5,312,042 \$482,913		Services at Work Furlough could be increased to provide aggressive job counseling and placement of program participants.

1 1

Performance Measures and Objectives

Department: Sheriff

Program: Custody Administration

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

Division Commander

Laundry

Classification

Transportation

Prisoner court appointments missed

Late prisoner arrivals for court

Performance measures unavailable from department

5/6/94

Impact of Funding Adjustments and Recommendations

Department: Sheriff Program: Custody Administration

Impact of Funding Adjustments:

1993-94 Funding Level:	\$8,236,888
% 1993-94	
\$ Amount	Impact
0%	\$0 Sheriff would be unable to perform statutory duties related to operation of County Jail System; Custody Division would lack adequate interfacility coordination; integrity of prisoner classification system would be compromised; laundry services and replacement of non-servicable laundry items to prisoners would be impaired, resulting in violation of state standards for local adult detention facilities.
80%	\$6,589,510 Classification Co-ordinator and interfacility classification staff would be lost; integrity of prisoner classification system would be compromised; ability to move prisoners efficiently to following available housing and to meet anticipated prisoner court appearance needs would be substantially impaired.
95%	\$7,825,044 same as 80% reduction (\$411,844)
110%	\$9,060,577 Maintenance to existing laundry machines could be increased, with resulting increase in availability and \$823,689 more timely service.

Sub-program Descriptions and Costs

Department: SHERIFF

Program: Custody: Jail #1

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Admin	3	\$330,559	3	\$341,051
Intake	3	265,770	3	276,262
Male Housing	1	94,059	1	97,557
Female Housing	1	94,059	1	97,557
Midnight Watch	20	1,758,445	20	1,828,394
Day Watch	37	3,202,892	37	3,332,298
Swing Watch	26	2,288,095	26	2,379,029
TOTAL	91	\$8,033,879	91	\$8,352,148

5/9/94

Performance Measures and Objectives

Department: Sheriff
Program: Custody Jail #1

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

Admin

Number of violent incidents: prisoner v. prisoner

Number of violent incidents: prisoner v. employee

Number of suicides

Number of worker's compensation claims

Days Title XV recreation standards met

Recreation

Intake

Male Housing

Female Housing

Midnight Watch

Day Watch

Swing Watch

Department unable to provide performance measure data.

Department: Sheriff
Program: Custody Jail #1

Impact of Funding Adjustments:

1993-94 Funding Level:		\$8,033,878	
% 1993-94	\$ Amount	Impact	
0%	\$0	Sheriff would be unable to perform statutory duties related to operation of County Jail System; Department would cease to book arrestees and to enter arrest data into Court Management System; OR Project and Supervised Citation Release Programs would cease; prisoner population would be moved to other facilities, resulting in immediate and severe overcrowding, or heavy costs for out of county housing.	
80%	\$6,427,102 (\$1,606,776)	Buildings & Grounds services would cease to be provided by City staff and would be contracted out at significant cost; Besk Recreation and Support would cease, resulting in immediate violation of the Besk settlement.	
95%	\$7,632,184 (\$401,694)	Besk Recreation and Support would cease, resulting in immediate violation of the Besk Settlement.	
110%	\$8,837,266 \$803,388	Pre-release intensive drug treatment programs for prisoners not suitable for housing in a less traditional setting could be established, with the goal of downstaging custody levels prior to release; this program would occur in conjunction with other programs at County Jail #7.	

Sub-program Descriptions and Costs

Department: SHERIFF
Program: Custody: Jail #2

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Admin	3	\$285,165	3	\$300,049
Intake	2	164,756	2	174,679
Male Housing	1	96,897	1	101,858
Female Housing	1	90,582	1	95,543
Midnight Watch	14	1,169,702	14	1,239,158
Day Watch	33	2,766,135	33	2,929,853
Swing Watch	18	1,530,463	18	1,619,763
Food Services	3	217,830	3	232,714
Recreation	7	576,647	7	611,375
TOTAL	82	\$6,898,177	82	\$7,304,992

5/9/94

Performance Measures and Objectives

Department: Sheriff
Program: Custody Jail #2

Sub-programs ranked by department:

Admin

Intake

Male Housing

Female Housing

Midnight Watch

Day Watch

Swing Watch

Food Services

Recreation

Objectives/Performance Measures:

Number of violent incidents: prisoner v. prisoner

Number of violent incidents: prisoner v. employee

Number of suicides

Number of worker's compensation claims

Prisoners not receiving 3 meals per day (or equivalent per partial day)

Days Title XV recreation standards met

Department unable to provide performance measure data.

1992-93 1993-94

Impact of Funding Adjustments and Recommendations

Department: Sheriff Program: Custody - County Jail #2

Impact of Funding Adjustments:

1993-94 Funding Level:	\$6,898,177
% 1993-94	\$ Amount
	Impact
0%	\$0
	<p>Sheriff would be unable to perform statutory duties related to operation of County Jail System; Department would cease to house federal prisoners and to receive parole violators; food and laundry services at the Hall of Justice would be contracted out of substantial cost to the City; prisoner population would be moved to other facilities, resulting in immediate and severe overcrowding, or heavy costs for out of county housing; some prisoners would be housed at San Quentin State Prison because of risk level.</p>
80%	\$5,518,542
	<p>Hall of Justice Recreation and Transportation functions would cease; consent decree would be violated for recreation relative to County Jail #1; state statutory standards for recreation would be violated for Hall of Justice jails; movement of out of county prisoners to and from court would be significantly hindered with missed court appearances frequent; Sheriff would probably be held in contempt.</p>
95%	\$6,553,268
	<p>Hall of Justice Transportation function would cease; movement of out of county prisoners to and from court would be significantly hindered with missed court appearances frequent; Sheriff would probably be held in contempt.</p>
110%	\$7,587,995
	<p>Sheriff's Department would resume transportation of Superior Court custodies to state hospitals and existing contract for this service would be cancelled; Sheriff's Department would provide fugitive recovery, relieving Police Department of this study.</p>
	\$689,818

5/9/94

Sub-program Descriptions and Costs

Department: SHERIFF
Program: Custody: Jail #3

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Admin	3	\$340,064	3	351,604
Housing	1	103,543	1	107,389
Midnight Watch	15	1,368,491	15	1,426,191
Day Watch	45	4,061,923	45	4,235,021
Swing Watch	20	1,828,128	20	1,905,061
Buildings & Grounds	7	654,867	7	681,794
Food Services	2	226,317	3	237,857
Besk Support	3	207,720	3	219,260
Besk Recreation	13	1,165,511	13	1,215,517
TOTAL	109	\$9,956,564	110	\$10,379,694

5/9/94

Performance Measures and Objectives

Department: Sheriff

Program: Custody Jail #3

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93

1993-94

Admin

Number of violent incidents: prisoner v. prisoner

Number of violent incidents: prisoner v. employee

Number of suicides

Number of worker's compensation claims

Inmate

Housing

Midnight Watch

Day Watch

Swing Watch

Buildings & Grounds

Turnaround time on work order requests

Number of building code violations identified

Food Services

Prisoners not receiving 3 meals per day (or equivalent per partial day)

Besk Support

Lawsuit-required posts not covered

Besk Recreation

Shifts where Besk required posts not filled

Department: Sheriff
Program: Custody - County Jail #3

Impact of Funding Adjustments:

1993-94 Funding Level:		\$9,956,564
% 1993-94	\$ Amount	Impact
0%	\$0	Sheriff would be unable to perform statutory duties related to operation of County Jail System; Department would cease to house state parole violators; food and laundry services at the San Bruno complex would be contracted out of substantial cost to the City; prisoner population would be moved to other facilities, resulting in immediate and severe overcrowding, or heavy costs for out of county housing.
80%	\$7,965,251 (\$1,991,313)	Buildings & Grounds services would cease to be provided by City staff and would be contracted out at significant cost; Besk Recreation and Support would cease, resulting in immediate violation of the Besk settlement.
95%	\$9,458,736 (\$497,828)	Besk Recreation and Support would cease, resulting in immediate violation of the Besk settlement.
110%	\$10,952,220 \$995,656	Pre-release intensive drug treatment programs for prisoners not suitable for housing in a less traditional setting could be established, with the goal of downstating custody levels prior to release; this program would occur in conjunction with other programs at County Jail #7.

5/9/94

Sub-programs and Descriptions

Department: SHERIFF
Program: Custody: Hospital

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Hospital Duty				
Guards prisoners while at prison ward at San Francisco General Hospital and guards & moves prisoners while in specialized wards elsewhere in hospital	17	\$1,254,739	17	\$1,283,500

TOTAL	17	\$1,254,739	17	\$1,283,500
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5/9/94

Performance Measures and Objectives

Department: Sheriff

Program: Custody: Hospital

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

Hospital Duty

Average Daily Prisoner Census in Wards 7D & 7L

Number of violent incidents: prisoner v. prisoner

Number of violent incidents: prisoner v. employee

Number of suicides

Number of worker's compensation claims

Clinic Appointments Scheduled

Clinic Cancellations due to Staff Shortages

Clinic Appointments Completed

5/9/94

Sub-program Descriptions and Costs

Department: SHERIFF
Program: Custody: Jail #7

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Admin	3	\$732,554	3	\$901,540
Housing	1	\$71,725	1	\$75,526
Midnight Watch	13	\$1,050,300	13	\$1,027,984
Day Watch	25	\$1,917,552	25	\$1,985,431
Swing Watch	15	\$1,141,500	15	\$1,221,128
Prisoner Services Counselor	3	\$240,868	3	\$279,410
Classification 8-4	2	\$154,797	2	\$164,660
Horticulture	1	\$80,289	1	\$86,352
<hr/>				
TOTAL	60	\$5,389,585	60	\$5,742,031

5/9/94

Performance Measures and Objectives

Department: Sheriff
Program: Custody Jail #7

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

Admin

Number of violent incidents: prisoner v. prisoner

Number of violent incidents: prisoner v. employee

Number of suicides

Number of worker's compensation claims

Intake

Housing

Food Services

Midnight Watch

Day Watch

Swing Watch

Prisoner Services Counselor

Classification 8-4

Horticulture

Prisoners not receiving 3 meals per day (or equivalent per partial day)

Impact of Funding Adjustments and Recommendations

Department: Sheriff Program: Custody Jail #7

Impact of Funding Adjustments:

1993-94 Funding Level:	\$5,389,585
% 1993-94	\$ Amount
	Impact
0%	\$0 Sheriff would be unable to perform statutory duties related to operation of County Jail System. Department would cease to house sentenced prisoners in less costly direct supervision housing; prisoner population would be moved to other facilities, resulting in immediate and severe overcrowding, or heavy costs for out of county housing; most in-custody prisoner programs would cease to operate, significantly reducing likelihood of longer duration out of custody of sentenced repeat offenders.
80%	\$5,279,038 1600-2400 watch would be reduced by 33%; Housing, Classification and Prisoner Services Counselor positions would be lost; Horticulture Program would cease to operate, with resulting deprivation of food to charitable organizations in City; two dormitories would close, resulting in relocation of 120 prisoners to other facilities and corresponding increase in overcrowding or costs for out of county housing; 24-hour facility security would be significantly compromised and use of overtime substantially increased if remaining watches were redistributed.
95%	\$5,120,106 Classification and Prisoner Services Counselor positions would be lost; Horticulture Program would cease to operate, with resulting deprivation of food to charitable organizations in City; program suitability screening and placement would be significantly hindered, resulting in failure of main educational and life skills programs; total population would be reduced because of program failures and increased security requirements; an indeterminate but substantial increase in overcrowding at other facilities would occur.
110%	\$5,928,544 The Horticulture Program could be expanded, to increase food production for distribution to charitable organizations dedicated to feeding the City's homeless persons.
	\$538,959



Department:

Department of Public Health

Overview

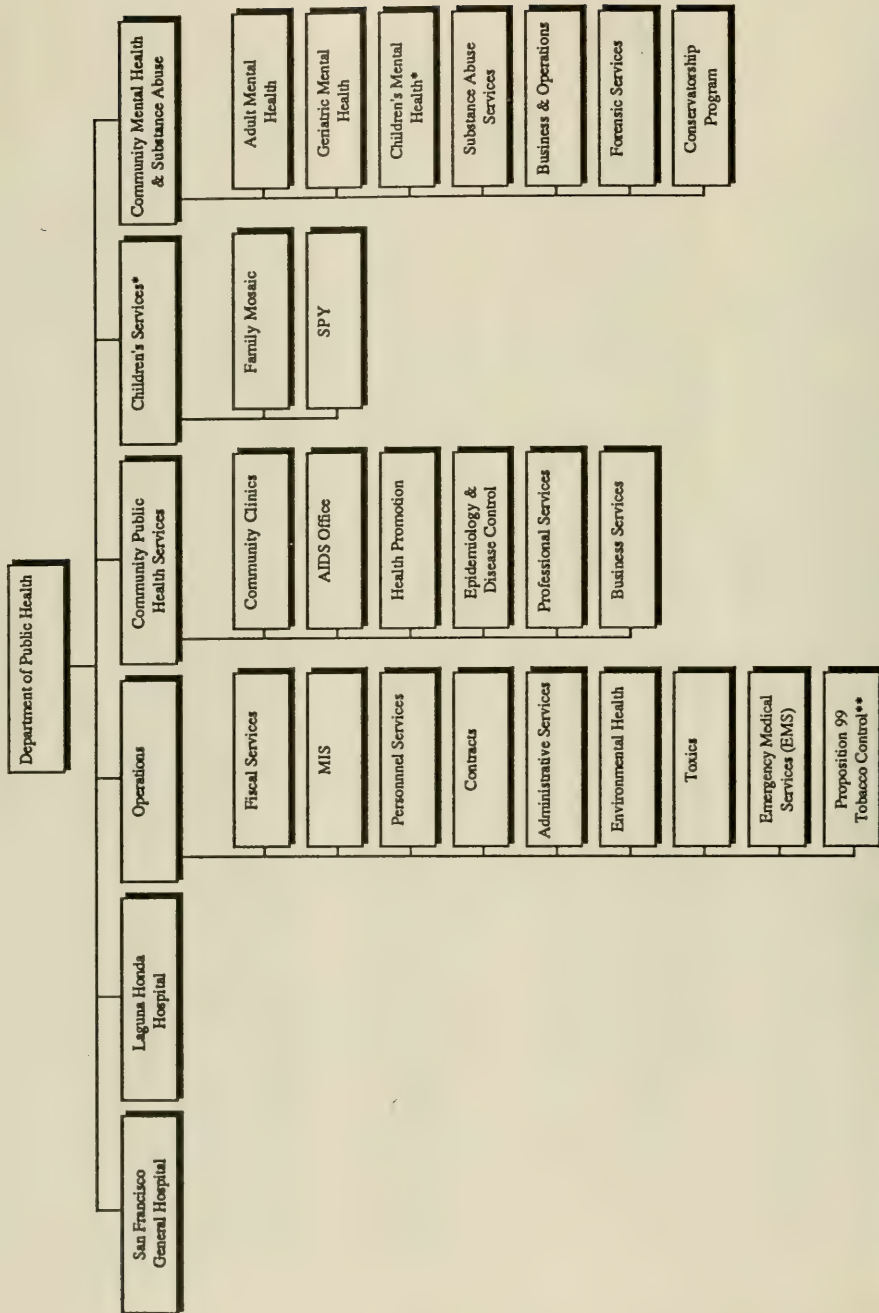
Beginning March 30, 1995, the Department of Public Health will implement a managed care system of delivering health services. Managed care is the general term for what Health Maintenance Organizations (HMO) provide: coordinated health care services that emphasize prevention. One of the primary goals of managed care is to increase utilization of primary care community services in an effort to reduce unnecessary use of costly emergency rooms for ambulatory care and eliminate preventable hospitalizations. The State plans to contract with the counties for managed care on a capitated basis, at a set dollar amount per client, per month. Capitation is a strong incentive to provide the most cost-effective services available. A capitated payment plan puts DPH at increased risk because it will agree to accept responsibility for providing services in exchange for a set payment, regardless of the amount of services that may be used by its clients.

In order to provide cost effective health care services under the State's managed care system, the DPH is re-evaluating its administrative and operating functions with the goal of streamlining processes, reducing duplication and creating a horizontally integrated delivery system for services and operations. DPH's FY 1994-95 budget includes reductions of \$5.54 million that are associated with reorganizing the Department's administrative structure and processes. None of this \$5.54 million will impact direct services.

The Department has established several working groups consisting of DPH employees who have been charged with analyzing and recommending changes in organizational structure and service delivery processes. The Department has assigned a working group for nearly every area of its operations. Each working group will make recommendations to achieve specific budget reductions to be implemented in FY 1994-95. For example, there is a working group dedicated to integrating primary care services that are currently being provided by San Francisco General Hospital and the Community Health Services Division. This Primary Care Work Group is required to make recommendations for administrative reductions totalling \$600,000 for FY 1994-95. Throughout this report, we note where the Department plans to integrate functions and the associated FY 1994-95 budget reductions.

In short, the State's managed care plan has forced DPH to re-evaluate its service delivery system to find areas where costs can be reduced or contained. The Budget Analyst comments DPH for its self-initiated efforts to reduce costs without impacting direct services. The Budget Analyst encourages all of the City's departments to engage its employees in a similar exercise.

San Francisco Department of Public Health



Notes: * Because of the Proposition 13 baseline funding requirements, the Children's Programs were not included in the Zero Base Budget review.

** Proposition 99 is entirely funded with non-General Fund monies and was also not included in the Zero Base Budget Review.

Impact of Funding Adjustments and Recommendations

Department: Department of Public Health Divisions: Community Health Services, Division of Mental Health, Substance Abuse & Forensics, Laguna Honda Hospital and San Francisco General Hospital

Impact of Funding Adjustments:

1993-94 Funding Level: \$120.9 million
% 1993-94 \$ Amount Impact

0% \$0.00

If the Department were to receive no general fund support from the City and County, the Department of Public Health would cease to function as a provider of last resort for indigent health care services. The elimination of all general fund support would result in a substantial loss of federal/state/private revenues which are generated when localities spend a specified portion of their own resources on health care services.

In addition, the City and County would be in violation of literally hundreds of Federal, State and local laws, regulations and judicial mandates dealing with safety, health and toxics, health care for incarcerated persons and patient legal rights. Similarly, the City's exposure to legal claims and judgments would be significantly increased.

The impacts of no general fund dollars are as follows:

- The Department would be unable to participate in managed care or be a provider of health services under health care reform.
- No health care services would be provided to the indigent population of the City. The district health centers, including the Tom Waddell Clinic serving the homeless, and San Francisco General Hospital would be unable to provide services to this vulnerable population. Closure of the district health centers would result in the elimination of 100,000 units of service to poor residents.
- The Department would be in violation of California Welfare and Institutions Code section 17000 which states that each locality shall support indigent persons who are not supported by other means.

Impact of Funding Adjustments and Recommendations

- Department would be in non-compliance for required maintenance-of-effort in State Realignment, State Proposition 99 and Federal Ryan White CARE funds.
- Department would eliminate Emergency Medical Services Agency. This would result in no regulation and quality assurance oversight of pre-hospital care and emergency medical services. The Department's disaster coordination and planning will be terminated. The City would be in violation of California Health & Safety Code which mandates an EMS Agency.
- Department would be in violation of local mandate Proposition J which prohibits service cuts to children's programs.
- Significant federal, state and private revenues would be lost due to the Department's inability to match these non-local revenues with local funds.
- Would severely hamper the Department's ability to bill and process contractor invoices, perform quality assurance compliance and submit State costs reports in a timely fashion, resulting in millions of dollars of losses in collections.
- Administrative support for AIDS prevention, research, surveillance and health services would be eliminated. This would result in the elimination of administrative support for over \$60 million in grant funds.
- Department would cease to provide primary care services totaling 61,000 visits at San Francisco General Hospital.
- Department would reduce skilled nursing beds by 500. This would compound the unmet and growing SNF bed shortage in San Francisco.
- Department would eliminate 61,000 units of residential and outpatient substance abuse services.

Impact of Funding Adjustments and Recommendations

- Department would eliminate 50% of its long-term care mental health beds, reduce residential mental health facilities by 78% and eliminate one community based mental health system of care for approximately 4,000 patients.
- Department would eliminate the Senior Nutrition Program (SNP) and Adult Day Health Center Program (ADHC). SNP provides hot noon-time meals, nutrition and health education to senior living in the community. ADHC provides day services to 200 frail elders in San Francisco.
- Elimination of geriatric services for 500 clients.
- Elimination of services related to safety and toxics (asbestos program, hazardous waste, emergency response to hazardous material spills, occupational safety and health, Mission Bay/Hunters point monitoring) will threaten the health and safety of San Francisco residents, employees and result in environmental hazards.
- All disease control and public health safety code enforcement would discontinue.

In keeping with the budget principles adopted by the Health Commission, the Department would address this 5% general fund reduction through increased revenues. In doing so, the Department would avoid any potential service impacts. The Department would also propose to contract out a hospital function at San Francisco General Hospital. The following revenue enhancements and administrative reductions have been incorporated into the Department's proposed 1994-95 budget.

Impact of Funding Adjustments and Recommendations

-5%	\$6.04 million	<p><i>Revenue Enhancement (\$5,740,000)</i></p> <ul style="list-style-type: none"> • Increase SB 910 administrative case management billing in Community Health Services (\$1.167 million) and the Division of Mental Health and Substance Abuse (\$1.6 million). • Revenue enhancements at Laguna Honda Hospital through aggressive pharmacy, ancillary, physician and patient reimbursements. (\$800,000) • Reduce general fund at Laguna Honda Hospital as a result of opening an additional 30-bed ward. (\$10,000) • Additional Medi-Cal revenues for eligible tuberculosis patients as a result of the Governor's proposed expansion of State tuberculosis services. (\$200,000) • Increase fees in the Department's Toxics and Health Safety Program. (\$200,000) • Increase Medicare revenues for mental health services in the Division of Mental Health, Substance Abuse and Forensics. (\$500,000) • Increase revenues in pharmacy services at San Francisco General Hospital. Revenues will result from collecting the costs of medication provided at the time of discharge. (\$263,000) • Implementation of a prime vendor program for materials management. (\$500,000) <p><i>Administrative Operating Reductions (\$300,000)</i></p> <ul style="list-style-type: none"> • Contracting out of laundry services at San Francisco General Hospital (\$300,000) <p>Under general fund adjustment, the Department's general fund would be reduced \$24.2 million. The Department submitted an \$11 million reduction in its general fund for 1994-95. In order to meet the 20% reduction, another \$13.2 million in general fund expenditures must be identified for reduction. The Department was able to achieve the \$11 million reduction through increased revenues, reorganization efficiencies, administrative and operating reductions and some service reductions.</p>
-20%	\$24.20 million	

Impact of Funding Adjustments and Recommendations

An additional general fund reduction of \$13.2 million would force the Department to propose services, which do not have extensive leveraging ability. In addition, the service reductions necessary to put the Department at 80% of its 1993-94 general fund will severely jeopardize the Department's ability to participate in managed care and will result in significant reductions of primary care services provided by the Department.

The impacts are grouped into five categories: (1) revenue enhancements, (2) reorganization efficiencies, (3) administrative/operating reductions, (4) service reductions proposed in 1994-95 budget and (5) additional service reductions needed to meet 20% general fund reduction.

Revenue Enhancements (\$5,740,000)

- Increase SB 910 administrative case management billing in Community Health Services (\$1.167 million) and the Division of Mental Health and Substance Abuse (\$1.6 million).
- Revenue enhancements at Laguna Honda Hospital through aggressive pharmacy, ancillary, physician and patient reimbursements (\$800,000).
- Reduce general fund at Laguna Honda Hospital as a result of additional 30-bed ward. (\$510,000)
- Additional Medi-Cal revenues for eligible tuberculosis patients as a result of the Governor's proposed expansion of State tuberculosis services. (\$200,000)
- Increase fees in the Department's Toxics and Health Safety Program. (\$200,000)
- Increase Medicare revenues for mental health services in the Division of Mental Health, Substance Abuse and Forensics (\$500,000)
- Increase revenues in pharmacy services at San Francisco General Hospital. Revenues will result from collecting the costs of medication provided at the time of discharge. (\$263,000)
- Implementation of a prime vendor program for materials management. (\$500,000)

Impact of Funding Adjustments and Recommendations

Reorganization Efficiencies (\$1,752,900)

- Integration of primary care services at San Francisco General Hospital and the district health centers. This integration would result in the creation of a single primary care administrative structure. (\$601,500)
- Integrate the conservatorship unit with mental health services. This integration will allow for improved efficiencies and coordination and follow-up of placement of clients, and eliminate duplication of services for mental health clients. (\$300,000)
- Integration of Mental Health and Substance Abuse Services to position the Division for managed care. This integration will also incorporate the substance abuse treatment system into the managed care framework. (\$150,000)
- Consolidation of the bureaus of Environmental Health Services and Toxics, Health and Safety Services into a single integrated organization to oversee environmental surveillance, regulatory control and related health protection services. (\$300,000)
- Consolidation of the AIDS office and the Bureau of Epidemiology and Disease Control into a single administrative entity. Efficiencies will be achieved by merging two separate and parallel administrations. The consolidation will maintain the unique focus on AIDS as a high health priority. (\$401,400)

Administrative/Operating Reductions (\$1,000,200)

- Contracting out of laundry services at San Francisco General Hospital. (\$300,000)
- Administration reductions in Community Health Services which are consistent with the consolidations/integration activities department-wide. (\$150,200)

Impact of Funding Adjustments and Recommendations

- Implementation of a ANSOS Acuity Management system to efficiently allocate nursing staff at San Francisco General Hospital. This would not result in any negative impact on patient care. (\$430,000)
- Transfer of fiscal support for the Peer Education Program from the City and County general fund to State funds. (\$120,000)
- Service Reductions Proposed in 1994-95 Budget (\$2,520,000)
 - Elimination of psychiatric treatment and case management services to the offender population who are court-ordered to treatment at the Center for Special Problems. (\$800,000)
 - Mental health services will be reduced to persons currently in the Napa State Hospital and at the locked skilled nursing facilities. Napa beds will be reduced from 97 to 87. (\$1,000,000) Skilled nursing beds will be reduced by 17. (\$500,000)
 - Discontinuance of support for non-direct health care service programs in the AIDS Office. San Francisco AIDS Foundation: Reduction of support for 12 issues an HIV newsletter. (\$27,170) Shanti Project's Caregiver Support Training: Reduction of support for 500 hours of caregiver training to 100 clients. (\$36,080) Project Open Hand: Reduction of Support for 6,945 food bank visits by 310 clients with HIV. (\$156,750)
- Additional Service Reductions Necessary to Meet 20% General Fund Decrease (\$1,200,000)
 - Forensics: Health care services at San Francisco General Hospital and the jails would be reduced. This would place the City in violation of the consent decree and Title 15 which establishes minimum health care services for incarcerated persons. (\$1,390,380)
 - Residential Treatment Services: Residential treatment services would be reduced system-wide. This reduction would impact several vulnerable populations such as homeless persons, persons with mental illness, substance abusers and persons with HIV/AIDS/ARC. These reductions would further limit access to residential treatment services within the City. (\$2,143,498)

Impact of Funding Adjustments and Recommendations

- Outpatient Services: Department-wide, outpatient services would be reduced. This would result in the elimination of at least 50,000 patient visits. The working poor, homeless, persons with mental illness, substance abusers and HIV/AIDS/ARC patients would be affected by the reduction in outpatient visits. It is unlikely that the private sector would assume responsibility for the patients, particularly those without insurance. Reducing outpatient services would also prevent the Department from participating in managed care or providing health service under health care reform. (\$5,147,854)
- Community Outreach and Intervention Services: Community outreach and intervention services in the areas of mental health, substance abuse and AIDS would be significantly reduced. This would result in the Department being unable to provide outreach services to vulnerable persons at-risk within these populations. Elimination of these service would reduce access to health care services (\$3,443,268). The Department would also close the Adult Day Health Center and the Senior Nutrition Program. This could result in the institutionalization of many elders who could otherwise be cared for at home. Closing ADHC will result in the elimination of services to 200 frail elders who are served by this program. Elimination of the Senior Nutrition Program would prevent Laguna Honda Hospital from providing hot noon-time meals, nutrition and health education to seniors living in the community. (\$475,000)
- Institutional Services: Institutional services at the two hospitals, Laguna Honda Hospital and San Francisco General Hospital would be reduced. These reductions will effect the medically-needy, the homeless, the elderly, substance abusers, persons with AIDS/HIV/ARC and the mentally-ill. (\$600,000)

Under this adjustments, the Department's general fund would increase by 10% (or \$12.09 million). With additional general fund dollars, the Department would restore proposed service cuts in substance abuse and expand prevention related health care services.

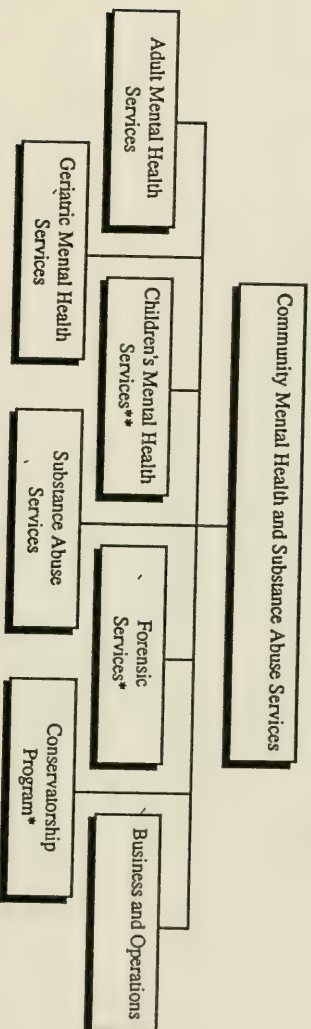
Impact of Funding Adjustments and Recommendations

- **Substance Abuse Restoration:** Restoration of \$3.32 million in substance services which were formerly funded through Federal Asset Forfeit Seizure funds. The Department was forced to reduce vital substance abuse services as a result of grant defunding. An increase in general funds would be used to reinstate these services. (\$3,320,000)
- **Violence Prevention:** The Department would develop health-related services to prevent violence in our communities. The majority of the Department's expenditures on violence-related health care are allocated to court-ordered and incarcerated person. Intervention services are required to prevent violence-related health care incidents. The Department would like to expand services which prevent persons from requiring urgent and or emergency health care services as a result of violence. Prevention and intervention services are core to the Department's mandates and mission. Expansion of these violence prevention services will enable the Department to address the rise in violence and combat this issue from a public health perspective. (\$1,176,000)
- **Urgent Care:** The addition of urgent care services at San Francisco General Hospital and the community health centers would provide the Department with the capability to treat urgent, but not critical, outpatients on a timely basis. Currently, many of these patients, especially paying patients who have alternative health care options, arrive at the Hospital emergency room, but leave without being seen due to the long waiting times. (\$2,000,000)
- **Women's Health:** Following the recommendations of the Women's Health Advisory Committee and the Health Commission, the Department would develop policies to create a women-centered health delivery system. The funds would be used to assist in coordinating and promoting primary care services in the community to women, particularly, women who have historically had difficulty accessing quality health care services. (\$500,000)

Impact of Funding Adjustments and Recommendations

- San Francisco General Hospital Psychiatric Services: Develop aftercare alternatives for high users of acute services, targeting Matrix referred patients and homeless mentally ill, to decrease their total cost of care. (\$1,050,000)
- Rehabilitation: Implement an outpatient rehabilitation program at Laguna Honda Hospital that could enable the elderly and disabled to reduce the rate of utilization of skilled nursing beds. (\$544,000)
- Home Health: The Department would re-establish its home health agency to: (a) allow appropriate discharges from hospitals in order to maintain patients at a lower costs at home and (b) enable preventive services to be provided in patients' homes so they do not have to use costlier clinic and hospital services. The Home Health Agency would be able to generate revenues, although not enough to cover its entire costs. (\$1,000,000)
- Substance Abuse Treatment Services: Expand substance abuse treatment services to reduce waiting lists and allow treatment on demand. The Department has received grant funding for assessment, but treatment slots are not readily available to transfer clients into treatment. This program would increase the number of treatment slots and enable outreach workers to place more clients in programs. (\$1,500,000)
- Supportive Housing Services. The Department would expand health care services to supportive housing units. This would expand services to vulnerable populations such as the homeless, the mentally ill, substance abusers and HIV/AIDS clients and medically at-risk. (\$1,000,000)

Community Mental Health and Substance Abuse Services



* Note: Forensic Services and the Conservatorship Program are in the Community Mental Health and Substance Abuse Services budget, but are currently being managed under DPH's Operations Division. However, DPH is planning to integrate the Conservatorship Program with Mental Health's Placement Program in FY 1994-95.

** Because of the Proposition J baseline funding requirements, the Children's Programs were not included in the Zero Base Budget review.

Department Summary

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services

Mission Statement:

Provide effective services that are community based, culturally competent, consumer-guided and meet the mental health, substance abuse and forensic health needs of San Francisco. This mission is accomplished in collaboration with other public service agencies, community-based organizations, private organizations and advisory groups.

1993-94 Budgets by Program

Programs	1993-94		
	FTE	Costs	Revenues Net General Fund
Adult Mental Health	198	\$56,340,287	\$30,373,918 \$25,966,369
Geriatric Mental Health	22	8,115,428	4,148,992 3,966,436
Substance Abuse Services	55	24,112,376	19,714,792 4,397,584
Business & Operations	86	10,436,297	7,532,117 2,904,180
Children's Services	73	10,135,048	5,463,961 4,671,087
Family Mosaic Project	10	4,220,711	4,220,711 0
Forensic Services	147.5	13,539,003	658,610 12,756,894
Office of Conservatorship	14	741,086	404,010 337,076
<i>Subtotal</i>	605.5	127,640,236	72,517,111 54,999,626
Capital Improvements		\$484,301	\$275,149 \$209,152
TOTAL	605.5	\$128,124,537	\$72,792,260 \$55,208,778

Department Summary

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Adult Mental Health	\$54,715,439	\$54,715,439	\$53,506,012	\$25,011,028	\$25,011,028	\$25,011,028
Geriatric Mental Health	7,832,610	7,832,610	7,561,393	3,737,058	3,737,058	3,737,058
Substance Abuse Services	26,012,351	26,012,351	25,741,134	20,343,220	20,343,220	20,343,220
Business & Operations	6,634,676	6,634,676	6,634,676	1,821,097	1,821,097	1,821,097
Children's Services	13,956,759	13,956,759	13,956,759	11,299,818	11,299,818	11,299,818
Family Mosaic Project	4,220,711	4,220,711	4,220,711	4,220,711	4,220,711	4,220,711
Forensic Services	13,741,850	13,741,850	13,741,850	823,262	823,262	823,262
Office of Conservatorship	600,240	600,240	600,240	178,314	178,314	178,314
TOTAL	\$127,714,636	\$127,714,636	\$125,962,775	\$67,434,508	\$63,213,797	\$63,213,797

5/7/94

Sub-program Descriptions and Costs

Department: Department of Public Health
 Division: Community Mental Health and Substance Abuse Services
 Program: Community Mental Health Adult Services

Sub-programs ranked by department:

1 Outpatient Services Provides mental health treatment and outreach to mentally ill adults in the community including medication services and day treatment services.

	FY 1993-94				FY 1994-95			
	FTE	Total Cost	General Fund		FTE	Total Cost	General Fund	
Civil Service Staff								
Keystone Vocational Services	5	\$234,757	\$163,372		5	\$234,757	\$163,372	
Police Liaison Unit	3	186,163	82,154		3	186,163	82,154	
Team II Outpatient Clinic	7.7	356,827	138,021		7.7	356,827	138,021	
Mission Integrated Service Center	16.6	1,366,873	599,374		16.6	1,366,873	599,374	
Mission Adult Day Treatment	13	840,334	401,764		13	840,334	401,764	
South of Market Clinic	25.9	1,271,316	537,131		25.9	1,271,316	537,131	
Center for Special Problems	27.5	2,079,944	1,240,687		27.5	2,079,944	1,240,687	
OMI Family Center	13.5	784,751	302,208		13.5	784,751	302,208	
Chinatown/North Beach Community Care	11	658,738	357,695		11	658,738	357,695	
Sunset Mental Health	18.2	1,570,758	461,960		18.2	1,570,758	461,960	
Chinatown/North Beach	22.7	1,835,559	774,606		22.7	1,835,559	774,606	
Community Support Program	5	243,174	111,884		5	243,174	111,884	
Placement Unit	13	665,077	282,458		13	665,077	282,458	
Central Management & Admin. Support (non-clinical)	9	724,240	181,060		9	724,240	181,060	
Subtotal Civil Staff	191	\$12,818,511	\$5,634,372		191	\$12,818,511	\$5,634,372	
Community Based Organizations								
Bayview Hunters Point		\$3,528,088	\$1,148,393			\$3,324,545	\$1,082,139	
California Pacific		773,117	251,650			773,117	251,650	
Central Refugees		3,202	1,042			3,202	1,042	
Episcopal Sanctuary		427,000	138,989			427,000	138,989	
Family Services Agency		1,537,898	500,586			1,537,898	500,586	
Instituto Familiar de la Raza		264,713	86,164			264,713	86,164	
Medication Clinic (adjunct to pharmacy services)		150,000	48,825			150,000	48,825	
RAMS		887,734	288,957			887,734	288,957	
Ramsell Board and Care		1,530,444	498,160			1,630,444	530,710	
Regents of UC-SFGH		1,438,169	468,124			1,438,169	468,124	
St. Mary's Pharmacy		538,120	175,158			538,120	175,158	
Swords to Plowshares		144,000	46,872			144,000	46,872	
U.C. Center on Deafness		378,129	123,081			378,129	123,081	
Volunteer Center of San Francisco		74,134	24,131			74,134	24,131	
Westside		474,195	154,350			474,195	154,350	
Subtotal Community Based Organizations		\$12,148,943	\$3,954,481			\$12,045,400	\$3,920,778	
Total Outpatient Services	191	\$24,967,454	\$9,588,853		191	\$24,863,911	\$9,555,150	

Sub-program Descriptions and Costs

2 Residential Treatment Services Provides mental health treatment to adults at community based transitional residential treatment programs.

Civil Service Staff	Program Management	2	\$171,178	\$25,907	2	\$173,172	\$26,406
Community Based Organizations							
Baker Places:							
Forensic Residential Treatment							
Odyssey House							
Robertson Place							
Baker Street House							
Grove Street House							
Assisted Independent Living Program (AILP)							
Baker Vocational Rehabilitation Services							
Dolores Hotel							
California Medical Center:							
Northeast Lodge & Day Treatment							
Westside Lodge: Day Treatment							
Westside Lodge: Residential							
SFSS Hotels							
Jackson Street Residence							
Riviera, El Dorado & Midori Hotels							
Cooperative Apartments							
Progress Foundation							
La Posada							
Cortland							
Shneider							
La Amistad							
Progress House							
Cooperative Apartments							
Subtotal Residential Treatment Services		2	\$11,539,223	\$4,439,852	2	\$11,241,217	\$4,348,671

Sub-program Descriptions and Costs

3 24 Hour Adult Acute Care Services	Provides mental health treatment to adults at acute psychiatric hospitals, Napa State Hospital, and sub-acute locked facilities					
Program Management		3	\$181,319	\$52,583	2	\$114,641
Ambulance Drivers		2	\$124,373	\$36,068	2	\$137,752
Napa Adult Beds = 65 in FY 1993-94 & 58 in FY 1994-95			8,712,560	8,712,560		8,042,560
Crestwood Hospital			8,698,000	2,522,420		8,198,000
Mental Health Management-Canyon Manor Hospital			1,944,896	564,020		1,944,896
San Francis Memorial			156,750	45,458		156,750
Telecare			15,712	4,556		15,712
Subtotal 24 Hour Adult Acute Care		5	\$19,833,610	\$11,937,664	4	\$18,610,311
						\$11,107,208

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Community Mental Health Adult Services

Sub-programs ranked by department: Objectives/Performance Measures:

1992-93 1993-94

1 Outpatient Services

Civil Service Staff

Keystone Vocational Services	Place 5 clients in half-time jobs	18 NA
Police Liaison Unit	No performance measures provided	NA NA
Team II Outpatient Clinic	76% or more of clients referred from higher levels of care will e admitted	100% NA
Mission Integrated Service Center	6% or less of clients will be hospitalized	2% NA
Mission Adult Day Treatment	6% or less of clients will be hospitalized	2% NA
South of Market Clinic	10% or less of clients will be hospitalized	4% NA
Center for Special Problems	25% of services are for offender target groups	28% NA
OMI Family Center	5% or less of clients will be hospitalized	3% NA
Chinatown/North Beach Community Care	10% or less of clients will be hospitalized	10% NA
Sunset Mental Health	10% or less of clients will be hospitalized	10% NA
Chinatown/North Beach	10% or less of clients will be hospitalized	2% NA
Community Support Program	10% or less of clients will be hospitalized	2% NA
Placement Unit	40% or less of clients placed in the community will be hospitalized	24% NA
Central Management (non-clinical)	No performance measures provided	NA NA

Performance Measures and Objectives by Sub-program

Community Based Organizations			
Bayview Hunters Point	No more than 6% of clients served will be hospitalized	1% - 5%	NA
California Pacific Central Refugees	No more than 10% of clients will be hospitalized	Met	NA NA
Episcopal Sanctuary	Establish baseline day treatment services	Met	NA
Family Services Agency	Less than 10% of clients will be hospitalized	Met	NA
Instituto Familiar de la Raza	Less than 4% admitted to treatment will require hospitalization	Not met	NA
Medication Clinic			NA
Richmond Area Multi-services Inc. (RAMS)	Less than 5% of clients will be hospitalized	2.60%	NA
Ramsell Board and Care Regents of UC-SFGH	Reimburse residential care facilities within 10 days 55% require hospitalization prior to program entry	Met 52%	NA NA
St. Mary's Pharmacy	At least one pharmacy contractor will provide services in each of 4 languages.	35 pharmacies & contractors have language capabilities	NA
Swords to Plowshares	No more than 10% of clients served will be hospitalized	Less than 6%	NA
U.C. Center on Deafness	No more than 10% of clients served will be hospitalized	Less than 1%	NA
Volunteer Center of San Francisco	Successfully place 66% of clients in a volunteer position.	70%	NA
Westside Outpatient Clinic	No more than 20% of clients served will be hospitalized	20%	NA

Performance Measures and Objectives by Sub-program

2 Residential Treatment Services

Civil Service Staff

Program Management

No performance measures provided

NA NA

Community Based Organizations

Baker Places:

Forensic Residential Treatment

No more than 20% of clients will be hospitalized or returned to jail

0% NA

Odyssey House

15% or less of clients will be hospitalized

11% NA

Robertson Place

15% or less of clients will be hospitalized

8.3% NA

Baker Street House

15% or less of clients will be hospitalized

11% NA

Grove Street House

15% or less of clients will be hospitalized

3.85 NA

Assisted Independent Living

20% or less of clients will be hospitalized

10.7 NA

Program (All P)

Baker Vocational Rehabilitation Services

At least 75% will be placed in productive vocational activities

92% NA

Dolores Hotel

65% discharged from program will become more independent

100% NA

California Medical Center:

Northeast Lodge & Day Treatment

No more than 18% will be hospitalized

20% NA

Westside Lodge: Day Treatment

No more than 20% of clients will be hospitalized

8% NA

Westside Lodge: Residential

No more than 10% will be hospitalized

Met NA

SFSS Hotels

Jackson Street Residence

Less than 15% will require inpatient care; 75% of clients will move to less independent living

Met NA

Riviera, El Dorado & Midori Hotels

10% or less of clients will be hospitalized

Met NA

Cooperative Apartments

15% or less of clients will be hospitalized

8% NA

Performance Measures and Objectives by Sub-program

Progress Foundation

La Posada	85% of clients will be discharged to a less restrictive situation	15%	NA
Cortland	85% of clients will be discharged to a less restrictive situation	15%	NA
Shraeder	85% of clients will be discharged to a less restrictive situation	15%	NA
La Amistad	90% will be discharged to a less restrictive setting	92%	NA
Progress House	90% will be discharged to a less restrictive setting	100%	NA
Cooperative Apartments	75% of clients will be discharged to a less restrictive situation	100%	NA

3 24 Hour Adult Acute Care Services

Program Management	No performance objectives provided	NA	NA
Ambulance Drivers	No performance objectives provided	NA	NA
Napa Adult Beds = 65	No performance objectives provided		
Crestwood Hospital	Limit patients returning to SFGH-Emergency Psych to 4 per month	1.3	NA
Mental Health Management-Canyon	Limit clients returning to SFGH Emergency Psych. to an average of 4 per month	1.3	NA
Manor Hospital	To not exceed 12 acute days of hospitalization per hospitalization episode	Met	NA
San Francis Memorial			
Telecare			

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Geriatric Mental Health Services

Sub-programs ranked by department:

Description

FY 1993-94

FY 1994-95

FTE	Cost	General Fund	FTE	Cost	General Fund
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1 Geriatric Outpatient Services Provide crisis home visiting and treatment, coordinate services, case management, medication and day treatment services for mentally ill seniors.

Civil Service Staff

Central City Seniors	5	\$997,205	\$405,196	5	\$997,205	\$405,196
Southeast Mission Geriatric Program Management	15	1,714,963	569,220	15	1,714,963	569,220
	2	141,817	35,454	2	\$144,567	\$10,724
Subtotal Civil Service Programs	22	\$2,853,985	\$1,009,871	22	\$2,856,735	\$985,141

Community Based Organizations

California Pacific Mental Health Svcs		\$593,223	\$113,191		\$593,223	\$113,191
Family Service Agency		417,054	79,577		417,054	79,577
Subtotal Community Based Organizations		1,010,277	192,767		1,010,277	192,767

2 Geriatric Locked Facilities Provide 24 hour care to severely mentally ill seniors

Guardian-Alameda County		\$195,820	\$37,364		\$195,820	\$37,364
Crysal Springs-San Mateo County		617,499	117,823		517,499	98,742
Mental Health Management		376,468	71,832		376,468	71,832
Mental Health Mgmt-Canyon Manor		648,299	123,699		648,299	123,699
Subtotal Geriatric Locked Facilities		1,838,086	350,718		1,738,086	331,637

3 Geriatric Napa State Hospital Provide 24 hour care for extended periods of time to severely mentally ill seniors

Totals	22	\$8,115,428	\$3,966,436		\$7,832,610	\$3,737,058
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Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Geriatric Mental Health Services

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

- 1 Geriatric Outpatient Services Provide crisis home visiting and treatment, coordinate services, case management, medication and day treatment services for mentally ill seniors.

Civil Service Staff

Central City Seniors	Less than 10% of clients will be hospitalized	5.5%	NA
Southeast Mission Geriatric	Less than 10% of clients will be hospitalized	2%	NA

Community Based Organizations

California Pacific Mental Health Svcs	Less than 15% of clients will require hospitalization	14%	NA
Family Service Agency	15% of clients will move to a lower level of care	24%	NA

- 2 Geriatric Locked Facilities Provide 24 hour care to severely mentally ill seniors

Mental Health Management	Provide at least 113 clients with subacute day treatment services.	130	NA
Guardian-Alameda County	To admit 10 San Francisco clients from Napa State Hospital into the program	Met	NA
Crystal Springs-San Mateo County	Ensure that only 10% are hospitalized	11%	NA
Mental Health Mgmt-Canyon Manor	Limit the number of clients returning to SFGH Emergency Psych to 4 per month	1.6	NA

- 3 Geriatric Napa State Hospital Provide 24 hour care for extended periods of time to severely mentally ill seniors

No objectives or outcomes provided

Sub-program Descriptions and Costs

Department: Department of Public Health
Division: Mental Health and Substance Abuse
Program: Business and Operations

Sub-programs ranked by department:

	Description	FY 1993-94		FY 1994-95	
		FTE	Cost	FTE	Cost
1	Accounting, Billing and Fiscal	37	\$2,689,315	37	\$2,624,873
	Process accounting transactions, process claims for State reimbursements, develop cost reports, develop annual budget & revenue estimates		\$788,479		\$775,341
2	Quality Management	9	977,576	9	\$978,564
	Conducts program evaluations, program support, utilization review, medication monitoring and data collection and reporting		244,394		\$244,641
3	Contractual Services		754,631		754,631
	Services provided by six community based organizations including Suicide Prevention and Patients Rights Advocacy.		188,658		188,658
4	Billing and Management Information Systems	10	1,496,806	10	1,230,582
	Provide automated support in billing for \$91 million in mental health services; provide technical assistance to 210 data entry sites in mental health & substance abuse; develop management reports, monitor units of service and develop claims		469,969		350,544
5	General Administration	18	2,023,773	17	1,753,873
	Effectively manage all financial, billing, MIS, contracting, facilities, human resources and support functions for mental health and substance abuse services		583,648		533,490
6	Medical Records	5	816,006	5	828,465
	Receives, analyzes, and stores all closed medical charts, maintains and revises chart forms and responds to subpoenas.		204,002		207,116
7	Contracts	6	1,301,265	6	1,035,047
	Develop contracts for 76 agencies which contain 204 separate programs, budgets & exhibits & State reports. Perform MBE/WBE outreach. Monitor contract		349,646		285,945
8	Purchasing	1	376,924	1	53,514
	Purchasing services provided to Substance Abuse Services		75,385		10,703
Total Business and Operations		86	\$10,436,297	85	\$9,259,548
			\$2,904,180		\$2,596,438

Department: Department of Public Health

Division: Community Mental Health and Substance Abuse Services

Program: Business and Operations

<u>Sub-programs ranked by department:</u>		<u>Objectives/Performance Measures:</u>		1992-93	1993-94
1	Accounting, Billing and Fiscal	Process 100% of all accounting transactions, process claims for State reimbursements, develop cost reports, develop annual budget & revenue estimates within time limitation consistent with City regulations. Measurement = reconciliation	Provide program 100 reviews and various service support functions such as clinic credentialing and case reviews. Measurement = number of program reviews.	4,500	4,500
2	Quality Management			100	100
3	Direct Services	Services provided by six community based organizations that include Suicide Prevention, Patients Rights Advocacy, Alcohol Advisory Board, SFMEF, Inc., Smith Kline, Drug Board Board-CSAS. Outcome measurements vary by contractors			
4	Billing and Management Information Systems	Provide automated support in billing for \$91 million in mental health services; provide technical assistance to 210 data entry sites in Mental Health & Substance Abuse.		180	210
5	General Administration	Effectively manage all financial, billing, MIS, contracting, facilities, human resources and support functions for mental health and substance abuse services. No performance measure provided.		NA	NA
6	Medical Records	Analyze medical charts, revise chart forms, maintain chart library, and respond to 100% of subpoenas. Measurement = Number of subpoenas responded to		800	800
7	Contracts	Develop contracts for 76 agencies which contain 204 separate programs, budgets & exhibits & State reports. Performance measure = number of contract transactions processed.		84	120

Sub-program Descriptions and Costs

Department: Department of Public Health
Divisions: Community Mental Health and Substance Abuse Services
Program: Forensics

Note: All of the services offered by Forensics, except some of the Rape Treatment Center services and the AIDS Social Work, are either Court mandated or required under Title 15 of the State Health and Safety Code. As such, Forensics management stated it was unable to rank its programs.

Funding Sources: General Fund grants

Sub-programs ranked by department:		FY 1993-94			FY 1994-95		
	Description	FTE	Cost	Net General Fund	FTE	Cost	Net General Fund
Psychiatric Services	Under mandate by a Federal Court, provides psychiatric treatment to inmates booked into San Francisco's County jail system. A private contractor, Haight Ashbury Free Medical Clinic, provides all of the psychiatric services at the City's jail facilities.	NA	\$1,699,070	\$1,699,070	NA	\$1,841,917	\$1,841,917
Medical Services	Under a Federal Court mandate, Forensic Services provides all medical care to inmates booked at San Francisco's County jail system, including hospitalization and outpatient treatment.	97	9,204,527	\$9,204,527	97	9,204,527	9,204,527
Dental Services	Forensic Services provides dental care to inmates booked at San Francisco's County jail system.	3	217,745	\$217,745	3	217,745	217,745
Pharmacy Services	Forensic Services provides pharmaceutical services to the inmates in the County	4	229,731	\$229,731	4	229,731	229,731
Medical Records	Approximately 25% of the inmate population moves every day. As a result, the inmate's medical records have to also be moved. This division manages the records, including transport.	14	742,855	\$742,855	14	742,855	742,855
General Administration	Provides various support services to the Division such as accounting, office management and clerical services.	5	300,030	\$300,030	5	300,030	300,030
Management Information Systems (MIS)	Provides MIS support to the Forensic Division	1	84,103	\$84,103	1	84,103	84,103
Rape Treatment Center	A hospital based sexual assault and rape treatment center which provides 24 hour emergency medical care, crisis counseling, legal evidence collection and follow-up services. The Center is only mandated to provide evidence collection.	11.5	851,843	\$851,843	11.5	851,843	851,843
Forensic AIDS Project/Social Work	Monthly funded by the Center for Disease Control, provides medical social work services, HIV education, counseling and testing to jail inmates at County jails and at	12	1,032,361	85,600	12	1,092,361	102,000
	Salary Savings		(823,262)	(658,610)		(823,262)	(823,262)
TOTAL		147.50	\$13,539,003	\$12,756,894	147.50	\$13,741,850	\$12,751,489

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Forensics

Sub-programs ranked by department:

Objectives/Performance Measures:

		1992-93	1993-94
Psychiatric Services	Assist prisoners with mental health problems and to help them obtain treatment & social support services in the community upon release. Measurement = number of psychiatric clients receiving psychiatric evaluations.	3,836	3,989
Medical Services	To provide health care services to inmates that address the needs of individual patients during and after incarceration.		
	<ul style="list-style-type: none"> • Dental Services • Medical Records • Pharmacy Services 		
	Number of inmates processed	51,000	51,000
	Number of inmates screened for tuberculosis	NA	7,490
General Administration	Oversee compliance with the consent decree and prepare the semi-annual reports. Collaborate with other criminal justice agencies on issues of public safety and alternatives to incarceration.	NA	NA
Management Information Systems (MIS)	Records intake and transfer screening, all patient encounters and all medication administration records which allows all Forensic medical staff to be informed about patient health care. Measurement = number of medical records created.	51,000	51,000
AIDS/Social Work	Provide HIV education to jail inmates, public safety officers, other City employees, and victims of sexual assault.		
	Number of education groups	749	739
	Number of HIV tests provided	225	750
	Number of individuals seen	3268	1500

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Forensics

Rape Treatment Center

The Center is legally mandated to collect evidence for those choosing to file formal rape charges. In addition, the Center provides information, referral, and counseling services to adult survivors of sexual assault or rape.

	Clients served	
Number of individuals receiving rape awareness and prevention training	539	550
Clients receiving telephone counseling	500	1000
	200	250

Sub-program Descriptions and Costs

Department: Department of Public Health
 Division: Community Mental Health and Substance Abuse Services
 Program: Substance Abuse Services

	1993-94			1994-95		
	FTE	Cost	General Fund	FTE	Cost	General Fund
Sub-programs ranked by department: Description						
1 Prevention Contract Programs: Services that provide the San Francisco community with education and information regarding the use and misuse of alcohol and other drugs.						
Bayview/Hunters Point AIDS	NA	\$66,366	\$8,466	NA	\$66,366	\$8,466
CATS Drop in	NA	224,019	29,896	NA	224,019	29,896
HAFC AIDS	NA	127,894	127,894	NA	127,894	127,894
Iris Prevention	NA	155,134	20,134	NA	155,134	20,134
Latino Prevention	NA	37,500	12,500	NA	37,500	12,500
UC AIDS Hunters Point	NA	81,614	57,831	NA	81,614	57,831
Suicide Prevention	NA	98,388	55,388	NA	98,388	55,388
St. Vincent de Paul MS	NA	145,237	110,352	NA	145,237	110,352
Vocational Rehabilitation	NA	44,235	10,534	NA	44,235	10,534
Subtotal Prevention Programs	NA	\$980,387	\$432,995	NA	\$980,387	\$432,995
2 Residential Treatment Programs: 24-hour residential services which include education and information on the effects of alcohol and other drug abuse; individual and group counseling; relapse prevention strategies; and peer oriented activities.						
Tom Smith Residential Center (City Program)	18	\$1,764,492	\$465,964	18	\$1,764,492	\$465,964
Friendship House	NA	\$95,648	\$21,173	NA	\$95,648	\$21,173
Howard Detox	NA	287,981	153,977	NA	287,981	153,977
Salvation Army Detox	NA	337,603	32,623	NA	337,603	32,623
Walden House Homeless	NA	535,021	86,398	NA	535,021	86,398
Smith House	NA	231,879	21,579	NA	231,879	21,579
Subtotal Residential Treatment Programs	18	\$3,252,624	\$781,714	18	\$3,252,624	\$781,714

Sub-program Descriptions and Costs

	1993-94			1994-95		
	FTE	Cost	General Fund	FTE	Cost	General Fund
3 Day Treatment Services: Services include individual, group and family counseling with education and information on the effects of alcohol and other drug abuse. In addition, provide other daily activities designed to assist in overcoming substance abuse.						
Horizon Day Treatment	NA	\$407,572	\$407,572	NA	\$407,572	\$407,572
Potrero Day Treatment	NA	214,467	214,467	NA	214,467	214,467
Morrissani West Day Treatment	NA	262,706	262,706	NA	262,706	262,706
WAC Lee Wood	NA	285,548	11,440	NA	285,548	11,440
Walden MS	NA	589,137	548,142	NA	589,137	548,142
Subtotal Day Treatment Services	NA	\$1,759,430	\$1,444,327	NA	\$1,759,430	\$1,444,327
4 Outpatient Services: Services include individual, group and family counseling with education and information on the effects of alcohol and other drug abuse.						
18th Street Services	NA	\$318,492	\$73,492	NA	\$318,492	\$73,492
Alice Griffin	NA	127,286	127,286	NA	127,286	127,286
Bayview Acupuncture	NA	89,047	28,996	NA	89,047	28,996
Bayview Problem Drinker	NA	278,528	22,112	NA	278,528	22,112
Bayview Youth	NA	330,875	53,525	NA	330,875	53,525
HAAITS	NA	125,453	53,453	NA	125,453	53,453
HAFMC Detox	NA	1,064,132	18,249	NA	1,064,132	18,249
HAFMC Glide	NA	379,030	19,030	NA	379,030	19,030
HAFMC Pome	NA	84,682	9,682	NA	84,682	9,682
H. Ohlhoft	NA	26,852	26,852	NA	26,852	26,852
Horizons	NA	317,201	124,539	NA	317,201	124,539
Latino Family	NA	88,086	88,086	NA	88,086	88,086
North of Market	NA	85,094	72,975	NA	85,094	72,975
Operation Concern	NA	155,584	85,584	NA	155,584	85,584
WIMH Ins	NA	387,835	167,395	NA	387,835	167,395
WIS Inner City	NA	269,519	169,519	NA	269,519	169,519
Youth Aware	NA	241,589	241,589	NA	241,589	241,589
Subtotal Outpatient Services	NA	\$4,369,285	\$1,382,364	NA	\$4,369,285	\$1,382,364

Sub-program Descriptions and Costs

	1993-94			1994-95		
	FTE	Cost	General Fund	FTE	Cost	General Fund
5 Methadone Maintenance Programs: Services include on-going methadone dosage for opiate addicted individuals with individual and group counselling and education and information on the effects of alcohol and other drug abuse.						
Bayview Methadone Maintenance	NA	\$734,198	\$167,202	NA	\$734,198	\$167,202
SFGH Pace Methadone Maintenance	NA	69,477	14,208	NA	69,477	14,208
SFGH SAS Methadone Maintenance	NA	\$75,694	5,684	NA	\$75,694	5,684
Subtotal Methadone Maintenance	NA	\$1,379,369	\$187,094	NA	\$1,379,369	\$187,094
6 Detox Services: Services include a 21 day prescribed methadone regime for opiate addicted individuals to assist with withdrawal. Services also include ongoing treatment planning.						
Westside Detox	NA	\$75,652	\$652	NA	\$75,652	\$652
Bayview Hunterspoint Detox	NA	95,000	9,727	NA	95,000	9,727
Subtotal Detox Services	NA	\$170,652	\$10,379	NA	\$170,652	\$10,379
Total Substance Abuse Programs	18	\$11,911,747	\$4,238,873	18	\$11,911,747	\$4,238,873

Note: Substance Abuse Programs allocates another \$20 million in grant and other non-General Fund monies to community based organizations to provide substance abuse programs.

Department: Department of Public Health
Division: Community Mental Health and Substance Abuse Services
Program: Substance Abuse Services - Administration and Grant Funded Projects

Sub-programs ranked by department:

Description

Substance Abuse Services-Administration and Grant Funded Projects

	1993-94			1994-95		
	FTE	Cost	General Fund	FTE	Cost	General Fund
Special Projects	4.5	\$520,037	\$24,492	4.5	\$530,072	\$26,499
Provide prevention, early intervention and treatment services to pregnant and postpartum women to decrease the incidence and prevalence of drug and alcohol use.						
Epidemiology Research	4.5	651,929	10,386	4.5	662,552	12,510
Develop epidemiological reports; conduct data analysis and studies; outcome evaluations						
Grants & Legislation	2	335,685	11,494	2	347,475	13,852
HIV collaboration: Federal and State grant manager; legislative oversight; clinical coordination						
Planning & Personnel	9	1,246,201	33,588	9	1,263,809	37,109
Program planning: Masterplan multidagnosis implementation; link with criminal justice programs						
Program Compliance	7	374,063	45,295	7	389,662	48,415
Ensure contractors are in compliance with programmatic objectives. In addition, grant funded position to document dual diagnosed homeless individuals into a manual.						
Target Cities	8	678,000	0	8	678,000	0
Provide systemic change, development of point of entry services and expanding treatment opportunities.						
Director's Office	2	167,280	33,456	2	136,383	27,277
Federal and State policy and resource development, research linkages, interdepartmental collaboration, budget and planning oversight and general supervision.						
Subtotal Substance Abuse Administration and Grant Funded Projects	37	\$3,973,195	\$158,711	37	\$4,007,953	\$165,663

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
 Division: Community Mental Health and Substance Abuse Services
 Program: Community Substance Abuse Services

<i>Sub-programs ranked by department:</i>		<i>Objectives/Performance Measures:</i>		1992-93	1993-94
1 Prevention Programs					
Bayview Hunters Point AIDS	Increase HIV knowledge and safe sex practices	Met	NA		
CATS Drop in	80% referred to programs and 10% drop in homeless deaths	Met	NA		
HAFC AIDS	40 HIV+IDUs remain in treatment for 3 visits	Met	NA		
Iris Prevention	70% of clients successfully referred to treatment	Met	NA		
Latino Prevention	80% in group education will increase knowledge of substance abuse	Met	NA		
UC AIDS Hunters Point	refer 80% to treatment	Met	NA		
Suicide Prevention	Refer clients to treatment & prevent overdoses	Met	NA		
St. Vincent de Paul MS	1,950 placed in treatment	Met	NA		
Vocational Rehabilitation	Clients will remain sober for 60 days	53%	NA		
Walden House Homeless	75% will abstain from substance abuse; 50% will complete phase II	81%	NA		
2 Residential Treatment Programs					
Friendship House	70% of clients will raise alcohol and drug abuse knowledge	Met	NA		
Howard Detox	986 clients will stay 72 hours and 657 will be referred to treatment	Met	NA		
Salvation Army Detox	60% of clients will stay 4 days and 40% of clients referred to treatment	Met	NA		
Smith House	75% of clients will complete treatment & 50% of clients will continue recovery	Met	NA		
Tom Smith Residential Treatment Center	50% of program completers will be sober for 3 months. Program not evaluated.	NA	NA		

Performance Measures and Objectives by Sub-program

3 Day Treatment Services

Horizon Day Treatment	75% of clients linked to treatment program; increase clients' knowledge of HIV.	1992-93	1993-94
Potrero Day Treatment	60% of clients complete phase II without relapse.	Started 7/93	NA
Morrisonia West Day Treatment	75% of clients will reduce substance abuse and 35% will reduce criminal activity.	Started 7/93	NA
WAC Lee Wood	70% of clients will abstain from drug use 90 days after discharge.	Started 7/93	NA
Walden MS	144 clients will be admitted to residential treatment within a year.	Started 7/93	NA

4 Outpatient Services

18th Street Services	75% of clients will be clean & sober 30 days after discharge	Met	NA
Alice Griffith	Clients will decrease crack & alcohol use	Met	NA
Bayview Acupuncture	90% of clients will reduce methadone maintenance dose by 10 mg	Met	NA
Bayview Problem Drinkers	Clients will reduce alcohol and drug use	Met	NA
Bayview Youth	62% of clients will increase school attendance	Met	NA
HAATS	25% of clients will be sober 30 days after discharge	Met	NA
HAEMC Detox	80% of clients will eliminate illicit drug use	Met	NA
HAEMC Glide	80% of clients will abstain from drug use 30 days after discharge	Met	NA
HAEMC Pone	80% of clients will eliminate illicit drug use	Met	NA
H. Ohlhaft	50% of clients will abstain from drug use at discharge & 3 months after discharge	Met	NA
Horizons	70% of clients will abstain 90 days prior to discharge	Met	NA
Latino Family	70% of clients will sober for 180 days after discharge	Met	NA
North of Market	70% of clients will be sober for 30 days after discharge	Met	NA
Operation Concern	Clients will reduce drug and alcohol use & increase knowledge of HIV	Met	NA
WIMH Ints	75% of clients will be sober 30 days after discharge from program	Met	NA
Westside Inner City	83% of clients will reduce illicit drug use.	Met	NA
Youth Aware	Raise knowledge about alcohol and drug use and increase self-esteem	Met	NA

5 Methadone Maintenance Programs

Bayview Methadone Maintenance	Clients will reduce or stop illicit drug use	Met	NA
SFGH Pace Methadone Maintenance	60% of clients will stop illicit drug use	Met	NA

Performance Measures and Objectives by Sub-program

SFGH SAS Methadone Maintenance Clients will reduce illicit drug use Met NA

6 Detox Services

Westside Detox 60% of clients will reduce drug use and 75% will continue treatment Met NA
 Bayview HuntersPoint Detox 50% of clients will reduce drug use and 95% will gain knowledge of AIDS Met NA

Substance Abuse Administration and Grant Funded Projects To administer, finance, monitor, plan, research and provide clinical direction, quality assurance and grant solicitation with community input for a continuation of substance abuse prevention and treatment services.

Special Projects
 Epidemiology Research
 Grants & Legislation
 Planning and Personnel
 Program Compliance
 Director's Office

Sub-program Descriptions and Costs

Department: Department of Public Health
 Division: Community Mental Health and Substance Abuse Services
 Program: Office of Conservatorship Services

Sub-programs ranked by department:

Description

- 1 Conservatorship Services As mandated by the State Welfare and Institutions Code 5000, provides conservatorship services to individuals who are gravely disabled as a result of mental illness or alcoholism.

Sources of funding: General Fund, State Realignment revenues and fees.

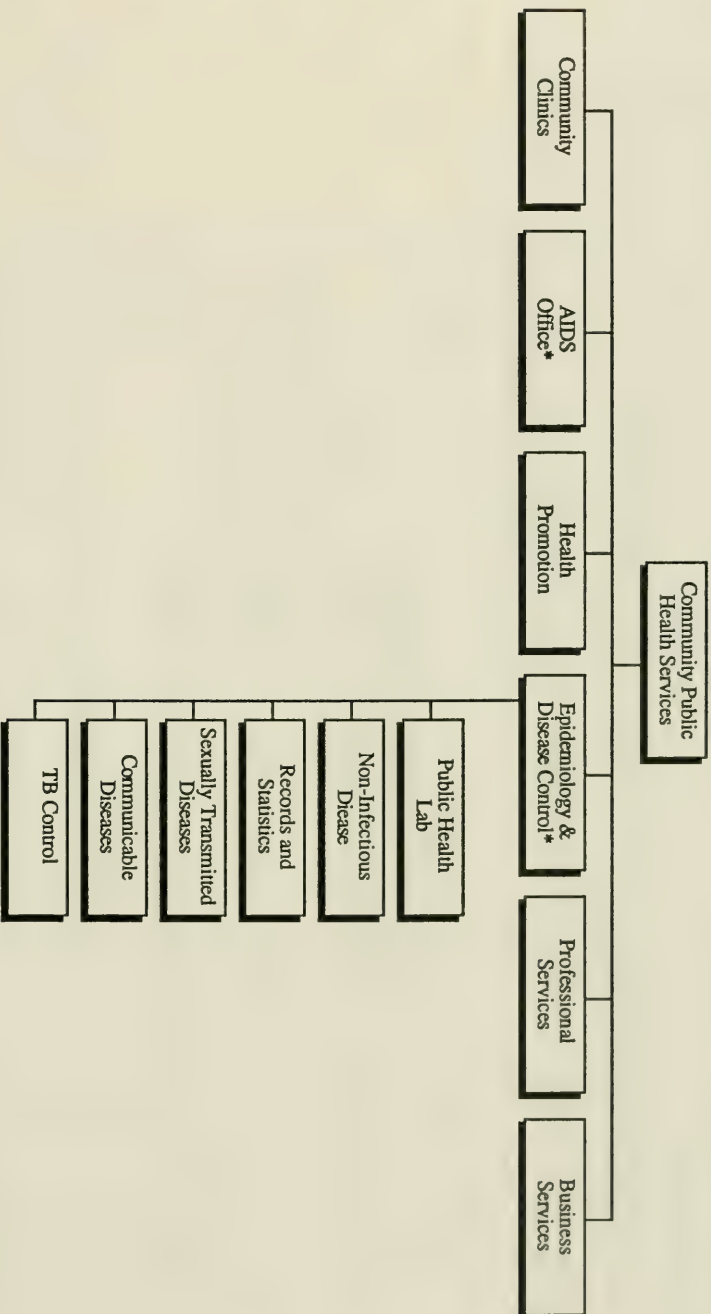
1993-94			1994-95		
FTE	Cost	General Fund	FTE	Cost	General Fund
14	\$741,086	\$337,076	14	\$600,240	\$178,314

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
 Division: Community Mental Health and Substance Abuse Services
 Program: Office of Conservatorship

<i>Sub-programs ranked by department:</i>	<i>Objectives/Performance Measures:</i>	<u>1992-93</u>	<u>1993-94</u>
1 Office of Conservatorship	To continue to provide a high level of investigative and conservatorship services to 1,200 individuals under reduced resources for State hospitalization and long-term care. Continue to meet Court deadlines for reports and actions.		
	Measurement = Number of adults served	750	780
	Measurement = Number of Quarterly reports on clients filed.	2,600	2,700

Department of Public Health -- Community
Public Health Services Division



* Will be consolidated in FY 1994-95 with annual
Administrative Services of 6000 000

Department Summary

Department: Department of Public Health
Division: Community Public Health Services

Mission Statement:

- Provide primary care and public health services to individuals at high risk for infectious and chronic illness, HIV disease, pregnant women, the elderly and children.
- Design and advocate policies, plans, standards, and programs to prevent or remediate conditions that threaten the public's health.

1993-94 Budgets by Program

	1993-94		
	FTE	Costs	Revenues Net General Fund
Primary Care Services	426	\$27,969,506	9,601,168 18,368,338
Epidemiology and Disease Control	72.9	10,890,095	5,224,444 5,665,651
AIDS Office	90.95	44,588,951	34,625,912 9,963,039
Subtotal	163.9	\$55,479,046	\$39,850,356 \$15,628,690
Capital Improvements		\$51,964	\$37,326 \$14,638
TOTAL	163.9	\$55,531,010	\$39,887,682 \$15,643,328

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Primary Care Services	\$29,914,357	\$29,914,357	\$29,914,352	\$16,328,004	\$16,328,004	\$16,328,004
Epidemiology and Disease Control	11,056,306	11,056,306	11,056,306	5,500,596	5,500,596	5,500,596
AIDS Office	43,415,968	43,415,968	43,415,968	34,606,600	34,606,600	34,606,600
TOTAL	\$84,386,631	\$84,386,631	\$84,386,626	\$56,435,200	\$56,435,200	\$56,435,200

Department: Department of Public Health
Division: Community Public Health Services
Program: Primary Care Services

Sub-programs ranked by department:

Administrative Support	Provide leadership, oversight and operational support to the Health Centers, AIDS Programs and Epidemiology and Disease Control Programs.
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Subtotal Administrative Support

Provide primary medical care, public health nursing, health education, nutrition services, HIV care and preventive health services primarily to individuals at risk for infectious & chronic illness, HIV disease, pregnant women, the elderly &

Subtotal Health Centers

136

Sub-program Descriptions and Costs

Department: Department of Public Health
Division: Community Public Health Services
Program: Primary Care Services

Funding Sources: General Fund, MediCal, Fees and Grants							
Sub-programs ranked by department:		FY 1993-94		FY 1994-95			
Description		FTE	Cost	General Fund	FTE	Cost	General Fund
Professional Services	Provide quality improvement and assessment services to Community Public Health Programs which involves monitoring and evaluating the quality of client/patient services in accordance with pre-established standards.						
	In-Home Support Services	10	\$854,964	\$690,585			\$682,575
	Public Health Nursing Administration	2	96,577	96,577	10	\$845,047	98,062
	Dental Administration	0.5	60,609	60,609	2	98,062	118,940
	AIDS Care Coordination	5	244,640	0	1	118,940	0
	Subtotal Professional Services	17.5	\$1,256,790	\$847,771	5	244,640	\$899,577
Health Promotion and Education	Educate individuals and the community on health issues.						
	Program Management	2	\$101,202	\$101,202	18	\$1,306,689	\$99,766
	Community and Home Injury Prevention Programs	2	131,426	0	2	131,426	131,426
	Tobacco Control Project	5					
	Wedge Program	4.6					
	Subtotal Health Promotion and Education	13.6	\$232,628	\$101,202	4	\$231,192	\$231,192
TOTAL		426	\$27,969,506	\$18,368,338	416.38	\$29,914,357	\$13,586,353

Department: Department of Public Health
 Division: Community Public Health Services
 Program: Primary Care Services

Sub-programs ranked by the Objectives/Performance Measures:

Administrative Support .		1992-93	1993-94
Central Administration	Provide leadership and oversight to the Health Centers, AIDS Programs and Epidemiology and Disease Control Programs	NA	NA
Business Services	Provide accounting, budget, contract and revenue enhancement services to Community Public Health Services programs	NA	NA
Personnel	Provide personnel services to Community Public Health Services programs such as position classifications and ensuring employee performance evaluation are completed.	NA	NA
MIS	Patient bill productions Patient revenues billed Patient registration areas networked Application systems supported Personal computers supported Terminals supported Printers supported	NA NA NA NA NA NA NA	15 \$5,000,000 150 12 100 300 100

1992-93 1993-94

Health Centers		
Health Center #1		
Health Center #2		
Health Center #3		
Health Center #4		
Health Center #5		
Dr. Tom Waddell		
Southeast Health		
Potrero Hill Health		
North of Market Senior		
Health Centers		
	NA	2,500
	NA	150,000

Professional Services		
In-Home Support	No performance measures provided	
Public Health Nursing	No performance measures provided	
Dental Administration	No performance measures provided	
AIDS Care	No performance measures provided	
Health Promotion and		
Program Management	No performance measures provided	
Community and Home	No performance measures provided	
Tobacco Control	No performance measures provided	
Wedge Program	No performance measures provided	

5/5/94

Sub-program Description and Costs

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: Public Health Laboratory Services

Sub-programs ranked by department:

Sub-programs ranked by department:				FY 1993-94		FY 1994-95	
Public Health Laboratory Services	Description	Net General		Net General			
		FTE	Cost	FTE	Cost		
		Fund	Fund	Fund	Fund		
	Provide diagnostic laboratory tests for detection of tuberculosis, HIV and AIDS related infections; sexually transmitted diseases, bacterial pathogens, eg, cholera, typhoid and pertussis, and viral pathogens including influenza, rubella, and rabies; foodborne outbreaks and surveillance of water quality in the	10.5	\$2,137,365	\$1,354,049	10.5	\$2,126,249	\$1,324,930
TOTAL		10.5	\$2,137,365	\$1,354,049	10.5	\$2,126,249	\$1,324,930

Department: Department of Public Health
 Division: Epidemiology & Disease Control
 Program: Public Health Laboratory Services

Sub-programs ranked by department:

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
1 Public Health Laboratory Services	\$180,000	\$175,000
1) to provide 175,000 (+10%) diagnostic lab tests	67%	80%
2) to report within 3 weeks of receipt, 80% of all positive TB specimens (9,500 tests) with rapid technique.		
3) to report within 6 working days of receipt, 90% of all exams for HIV antibody (35,000 tests)	85%	90%

Sub-program Description and Costs

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: Non-Infectious Disease

Sub-programs ranked by department:

	FY 1993-94			FY 1994-95		
	Description	FTE	Cost	Net General Fund	FTE	Net General Fund
1 Non-infectious Disease Epidemiology	Analyze, interpret, and report currently available surveillance data (including mortality, hospitalizations, and out-patient visits) and develop additional systems for high priority health problems, eg. firearms injuries and domestic violence. Convene problem-specific workgroups of providers, consumers, volunteers, and researchers to designate appropriate preventive interventions and identify resources. Pilot test, then implement and evaluate interventions for high risk populations in DPH and other appropriate facilities.	0	\$116,025	\$116,025	0	\$109,929
TOTAL		0	\$116,025	\$116,025	0	\$109,929

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: Non-Infectious Disease

<i>Sub-programs ranked by department:</i>		<i>Objectives/Performance Measures:</i>		1992-93	1993-94
1 Non Infectious Disease Epidemiology		1) Reports & presentations of data			
		a) Violence & injuries		0	5
		b) Childhood Lead Poisoning		5	10
		c) Other		3	10
		2) DPH work groups			
		a) Violence & injuries		0	2
		b) Other		1	5
		3) DPH interventions			
		a) Childhood Lead Poisoning		2	4
		b) Violence & injuries		0	1
		c) Other		1	3
		4) DPH sites			
		a) Violence & injuries		0	2
		b) Other		2	5
		5) Preventive services delivered			
		a) Childhood Lead Poisoning		2000	4000
		b) Violence & injuries		0	100
		c) Other		1000	2000

4/28/94

Sub-program Description and Costs

Department: Department of Public Health
Division: Epidemiology and Disease Control
Program: Records and Statistics

Sub-programs ranked by department:

	FY 1993-94			FY 1994-95		
	FTE	Cost	Net General	FTE	Cost	Net General
			Fund			Fund
1	1.6	\$392,500	\$510,080	0.6	\$340,000	\$506,427
Office registers all reported live births (approximately 13,000 yearly) and deaths (approximately 10,000 yearly including fetal deaths) which occur within San Francisco; makes official changes as approved by State Office of Vital Records and Statistics, to documents (5,000 per year) on file; responds to requests for certified copies of vital documents; supports the procedural and health requirements for appropriate disposition of human remains.						
TOTAL	1.6	\$392,500	\$510,080	0.6	\$340,000	\$506,427

Department: Department of Public Health
Division: CPHS-EPI-Records & Statistics
Program: Records and Statistics

Sub-programs ranked by department:

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
1 Records and Statistics		
1. Registration of vital event documents and issuance of permits for the disposal of human remains within 10 days. Births=B, Deaths=D, Permits = BP.	B=13,483 D=9,510 BP=9,850	B=12,448 D=8,500 BP=8,900
2. Process and submit of all vital event documents to State authorities, within 21 days.		
3. Respond to mail requests for certified copies (125 items of correspondence covering 175 documents daily) within 20 days.	B=10,000 D=5,000	B=12,000 D=6,000
4. Respond to phone and counter requests for vital documents (250 counter and 300 phone interactions covering production of 350 documents daily).	B=23,591 D=41,505	B=23,250 D=32,500
5. Respond to morticians' requests for processing of certificates of death and issuance of permits for disposition of human remains (11,000 yearly), including 24-hour emergency issuance of permits (75 yearly).	BP=9,850	BP=8,900

4/28/94

Sub-program Description and Costs

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: Sexually Transmitted Disease

Sub-programs ranked by department:

	Description	FY 1993-94			FY 1994-95		
		FTE	Cost	Net General Fund	FTE	Cost	Net General Fund
1 STD Health Education & Community Outreach	Disease Control Investigators (DCIs), the Community-based Services Coordinator and Health Education staff provide technical assistance, training, consultation and outreach to community-based organizations (CBOs) serving high risk individuals, and through health education to populations at highest risk for STDs, such as adolescents, women and persons of color.	4	\$461,182	\$74,381	4	\$480,837	\$74,796
2 STD Clinical Services	Provide STD diagnosis, treatment and client centered risk reduction and HIV pre-test counseling services to all clients evaluated at STD Division clinical sites and provide consultation & technical assistance to the SF medical community on managing STD patients.	8	1,712,324	1,352,175	8	1,737,583	1,359,427
3 STD Casefinding	Disease Control Investigators (DCIs) perform STD case management and partner notification (PN) and referral services to all at risk SF residents both inside and outside the health care system, and screen high risk individuals seeking care from SF clinical providers for syphilis, gonorrhea and chlamydia.	5	546,633	278,930	5	560,942	280,484
4 STD Surveillance	Provide consultation & technical assistance to labs and private providers located in San Francisco regarding STD testing, specimen handling and processing and the reporting regulations; review, and evaluate & followup all cases of reportable STDs in San Francisco by Disease Control Investigators (DCIs) and Epidemiologists.	6	498,500	204,549	6	515,387	205,688

Sub-program Description and Costs

Department: Department of Public Health
 Division: Epidemiology & Disease Control
 Program: Sexually Transmitted Disease

Sub-programs ranked by department:

	Description	FY 1993-94				FY 1994-95			
		FTE	Cost	Net General Fund		FTE	Cost	Net General Fund	
5 STD Research	Develop an enhanced STD/HIV counseling model for STD Clinic clients to decrease high risk behaviors and increase condom use among clients. Administer an in-depth questionnaire, multi-session intervention and periodic STD evaluation and testing of study participants; evaluate STD rates and changes in behavior among study participants. Evaluate HIV vaccine possibilities. Evaluate spectrum of PID in women of men with urethritis. Evaluate newer diagnostic test to increase rapid diagnosis of STDs.	2	825,900	0		2	854,807	0	
6 STD Professional Training Center	Provide training through the SF STD/HIV Professional Training Center to a minimum of 1,000 clinics who provide medical care to at risk persons. Provide STD clinical training to over 50 medical students, residents, nurse trainees, etc. through an established clinical rotation.	3.3	413,404	0		3.3	427,873	0	
TOTAL		28.3	\$4,457,943	\$1,910,035		28.3	\$4,577,429	\$1,920,395	

Performance Measures and Objectives by Sub-program

Department: Department of Public Health Division: Epidemiology & Disease Control Program: Sexually Transmitted Disease

Sub-programs ranked by department:

Objectives/Performance Measures:

	1992-93	1993-94
1 STD Health Education & Community Outreach		
1) Provide STD/HIV health education materials & information to 20,000 clients seen at City Clinic	22,832	19,554
2) DCIs will distribute condoms & counseling to 600 sexually active Com. Day School students	177	723
3) Provide 2,500 high risk out of school youth with STD/HIV prevention and risk reduction education	2,570	2,590
4) Provide 2 hr/wk STD training, consultation & tech assistance to staff of Wedge & YPEP	28	24
5) Provide 100 hrs. of consultation to SFUSD teachers on STD/HIV prevention	145	120
6) Conduct training on STD prevention to 36 staff from SF agencies providing services to persons at risk	72	36
7) Conduct 3 trainings on STD Risk Reduction with 36 staff providing services to persons at risk	3-36	3-36
8) Provide 40 hrs training on STD/HIV planning & evaluation to 20 staff from CBOs in San Francisco	21	21
2 STD Clinical Services		
1) Provide confidential STD diagnosis services to 20,000 clients for over 16 different STDs	22,832	19,554
2) Provide HIV pre and post test counseling to 4,500 high risk STD clinic clients.	6,142	4,662
3) Perform STD/HIV risk reduction counseling for 6,000 eligible STD Clinic clients.	6,795	5,936
4) Provide STD screening treatment, and counseling to 350 at Ujima Clinic.	87	226
5) 100% of STD clinic clients will provide care & treatment in accordance with the 1991 & 1993 CDC Guidelines.	100%	100%
6) DCIs will have residents with GC, CT, & syphilis treated; 85% within 3 days, 90% within 7 days, and 95% within 14 days.	85%	87%
	90%	91%
	95%	95%

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: Sexually Transmitted Disease

Sub-programs ranked by department:

Objectives/Performance Measures:

	1992-93	1993-94
3 STD Casefinding		
1) DCIs interview & counsel patients diagnosed with early syphilis; 80% within 3 days, 90% within 7 days, 95% within 14 days of assignment.	74%	70%
2) DCIs will have contacts to syphilis receive treatment & counseling; 50% within 3 days, 70% within 7 days, 85% within 14 days of interview.	88%	85%
3) DCIs will interview a minimum of 950 adolescents diagnosed with CT & GC within 7 days of assignment.	93%	91%
4) DCIs will have CT contacts treated & counseled; 50% within 3 days, 70% within 7 days, 85% within 14 days of interview.	56%	49%
5) Coordinate GC, syphilis and CT screening of 50,000 high risk residents between ages of 15-44.	66%	70%
1) Maintain & evaluate sentinel system to monitor STDs (syphilis, GC, CT, NVU, PPD, chancroid, LGV, GI)	76%	82%
2) DCIs will have SF labs report 90% of positive STD tests within 2 days of lab report.	n/a	50
3) DCIs will have all SF labs report 100% of + syphilis on infants/pregnant women within 1 day of report.	n/a	50%
4) DCIs will determine if untreated syphilis exists for all + women in pre-natal clinics; 90% within 3 days, 100% within 7 days of lab report.	51,326	70%
1) enroll participants in enhanced counseling study	85%	86%
2) enroll participants in high risk vaccine study	75%	90%
3) enroll participants in PID study	92%	94%
4) enroll participants in treatment protocol study	95%	100%
5 STD Research		
1) enroll participants in enhanced counseling study	0	200
2) enroll participants in high risk vaccine study	0	200
3) enroll participants in PID study	0	100
4) enroll participants in treatment protocol study	0	1,000

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: Sexually Transmitted Disease

Sub-programs linked by department:

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
6 STD Professional Training Center		
1) Offer STD clinical & laboratory diagnostic courses to over 1,000 clinicians & allied health professionals	884	992
2) Provide STD materials from the P/T library to a minimum of 50 health professionals	26	26
3) Conduct training assessment by surveying 1,200 providers/clinicians	147	304
4) Assess knowledge of 1993 STD Treatment Guidelines and standards of care by surveying 1,200 providers within the training region	n/a	n/a
5) Disseminate 1993 STD Treatment Guidelines to 100% of course participants, faculty and key providers.	n/a	100%
6) Develop a phototype interactive instructional computer training on clinical STD management	n/a	n/a

Sub-program Description and Costs

Department: Department of Public Health
 Division: Epidemiology & Disease Control
 Program: CPHS-EPI - Communicable Disease

Sub-programs ranked by department:

	Description	FY 1993-94				FY 1994-95			
		Net General		Net General		Net General		Net General	
		FTE	Cost	Fund		FTE	Cost	Fund	
1 Immunizations	Control vaccine preventable disease through the administration of comprehensive programs. Provide vaccine distribution system. To offer immunization services to hard-to-reach populations through expansion of existing immunization clinic hours. Promote immunizations, conduct immunization surveys, manage and distribute vaccine stocks county-wide.	5.5	\$253,547	\$173,971		3.8	\$378,080	\$176,196	
2 Communicable Disease	Control communicable disease levels by determining the source of infection and possible transmission for cases of reported diseases and by intervention prevent further cases. Inform and educate the providers and general communities to reduce transmission. Provide expert consultation to the medical community on communicable disease and its prevention.	0	400,664	400,664		0	402,889	402,889	
3 Research (Hepatitis B Demo)	HEPATITIS B DEMONSTRATION PROJECT includes an infant program to assure the immunization for Hepatitis B, of all infants born in San Francisco and an adolescent program to provide Hepatitis B immunization to 7th graders in SF Unified Schools.	7	667,198	0		7	700,560	0	
TOTAL		12.5	\$1,321,409	\$574,635		10.8	\$1,481,529	\$579,085	

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: CPHS-EPI - Communicable Disease

Sub-programs ranked by department:

Objective/Performance Measures:

	1992-93	1993-94
1 Immunizations		
1) Immunizations Administered	62,318	68,432
2) # Schools & daycares surveyed for immunization levels	371	385
3) # of high risk infants immunized with all three doses of hepatitis B vaccine	75 (92.5%)	98 (92.4%)
4) # of susceptible household contacts immunized with Hepatitis B vaccine	22 (81%)	46 (100%)
5) # of supplementary clinic hours per week	none	36
2 Communicable Disease		
1) Communicable Disease Case Encounters	4,921	5,178
2) Animal bite recording & follow up	320	453
3) Prophylaxis on exposed residents	130	155
4) Publish Epi Bulletin & serve 3,000 medical providers	2,700	3,000
5) Medical Consultation	325	390
6) Development and update of policies	100 hrs per yr	100 hrs per yr
7) Infection control	100 hrs per yr	100 hrs per yr
3 Research (Hepatitis B Demo)		
1) # of infants receiving 1st dose of Hep B vaccine	1,000	9,000
2) # of infants receiving full series	400	7,500
3) # of middle schools recruited for Demonstration Project	2	4
4) # of 7th grade students immunized with full series	600	1,200

Sub-program Description and Costs

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: TB Control

Sub-programs ranked by department:

	Description	FY 1993-94			FY 1994-95		
		FTE	Cost	Net General Fund	FTE	Cost	Net General Fund
1 Early Case Finding & Community Outreach Component	Perform screening in Single Room Occupancy (SRO) hotels and shelters in the Tenderloin and South of Market areas. Work in collaboration with Community Base Organizations (CBO's) already working with homeless, transient, drug using populations and the foreign born in these areas to facilitate screenings. Use outreach staff to perform field services. Use a mobile X-ray van to facilitate screening with these hard to reach populations. Field Delivery of medication to high risk cases by DOR. Provide in depth services for CBO staff on TB information and development of staff and client TB screening.	4	\$305,229	\$30,360	4	\$315,912	\$33,463
2 TB Clinical Services	Diagnostic and Curative Treatment for TB is provided without regard to ability to pay at the main TB Clinic at SFGH. Drugs, radiology, laboratory services and clinical care is provided. Preventive therapy is provided for defined groups at high risk for active TB.	1	838,937	763,699	1	780,685	702,814
3 TB Prevention and Control	Conduct TB screenings consistent with State and Local ordinances. Prevention and Control: every case of suspect TB is investigated by disease control investigator for contacts and for barriers to completing treatment, private patients are likewise investigated for contacts and evaluated quarterly for adequacy of treatment.	13	1,184,338	352,477	13	1,185,352	324,376
4 Jails TB Screening	Screening of male inmates at the "Dress-in" process at County Jail #1, placing of skin tests on those who are eligible and tracking for reading. Provision of education and information to inmates in the jail housing units. Provision of case management and investigation assistance for inmates under treatment for disease.	2	136,349	54,291	2	139,221	54,291

Sub-program Description and Costs

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: TB Control

Sub-programs ranked by department:

	Description	FY 1993-94			FY 1994-95		
		FTE	Cost	Net General Fund	FTE	Cost	Net General Fund
5 TB Surveillance	Maintain TB registry. Follow up on patients seen by private physicians to assure completion of appropriate therapy. Aaly ad distribute the demographics of TB in S.F. Identify target groups and areas for more intensive TB control interventions.	3	317,353	102,292	3	321,420	98,785
6 HIV/Related TB Project	HIV/Related TB Project through Community Substance Abuse Sites contracts provide materials and staff for TB skin testing and INH directly observed preventative therapy on site at methadone sites and at a hotel/congregate living sites in the Tenderloin.	4.5	513,636	0	4.5	531,613	0
7 Model TB Training, Prevention and Control Center	Provides medical/clinical courses of from 2 hours to 5 days with lectures, workshops, practicums, etc. to medical, social services, and corrections providers as wells as clinic and community outreach workers. Provide TB clinical training for 300 M.D.'s, 150 R.N.'s, 300 Outreach Workers, 10 D.C.I.'s and 10 MJS. Provide State level program assistance for modl center counties on Epidemiologic methods, Surveillance and Infection Control and Hazard Evaluation.	4	1,469,665	0	4	1,451,448	0

Sub-program Description and Costs

Department: Department of Public Health
 Division: Epidemiology & Disease Control
 Program: TB Control

Sub-programs ranked by department:

	Description	FY 1993-94			FY 1994-95		
		FTE	Cost	Net General Fund	FTE	Cost	Net General Fund
8 TB Laboratory/Applied Research	Perform smear examinations within 24-48 hours on all specimens. Provide improved sputum smear, culture, identification and susceptibility testing to patients at TB clinic. Collect all cultures from Bay Area labs and perform DNA fingerprinting, and compare strains for clustering. Perform susceptibility testing for PZA on all cultures and second line TB drugs testing on drug resistant cases.	3	718,572	0	3.5	702,736	0
TOTAL		20	\$2,464,853	\$1,200,827	20	\$2,421,170	\$1,114,944

Performance Measures and Objectives by Sub-program

Department: Department of Public Health Division: Epidemiology & Disease Control Program: TB Control

Sub-programs ranked by department:

Objectives/Performance Measures:

	1992-93	1993-94
1 Early Case Finding & Community Outreach Component		
1) # of SRO's and shelters screened	n/a	9
2) # of clients screened	n/a	702
3) # of PPD + evaluated	n/a	210
4) # of X-rays	n/a	210
5) # of Cases detected	n/a	4
6) # of ppd + placed on Preventive Rx	n/a	30
7) % of Completing Preventative Therapy	n/a	1
8) # of Directly Field Visits	7,120	7,389
9) # TB Inservices conducted for CBOs	41	35
2 TB Clinical Services		
1) # New patients evaluated (HW/RN/MD)	450	521
a) Immigration (HW/RN/MD)		
b) Other types new evaluations (HW/RN)	4,800	4,921
c) New INH Prevention patients (HW/RN/MD)	2,784	3,093
2) # New TB Cases/Suspects Comprehensive Eval.		
a) TB Suspects/Ruled out (RN/MD)	100	100
b) TB Confirmed cases (RN/MD)	200	200
3) # Patients medication refill		
a) INH Prevention Rx Refill (HW/RN)	18,000	19,000
b) TB Case Refill (HW/RN/MD)	945	1,050
c) Daily Observed Therapy Case Clinic Refills (HW/RN)	2,309	2,565
4) # Preventive Therapy Re-started (RN/MD)	480	505
5) # Patients with adverse reactions to:		
a) Preventive therapy	74	81
b) Cases, Multiple Drug Therapy	40	40
c) Poor Response to Anti-TB Treatment	8	10
6) # Patient Referral for other major medical problems	14	15

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: TB Control

Sub-programs ranked by department:

Objectives/Performance Measures:

	1992-93	1993-94
3 TB Prevention and Control		
1) # TB Cases Reported	355	356
2) % Investigated by DCIs	100%	100%
3) % Completing Therapy (goal 95%)	96%	95%
4) % of contacts examined (goal 95%)	96%	95%
5) Contacts <15 y/o on preventative therapy (goal 95%)	100%	100%
6) Contacts >15 y/o on preventative therapy (goal 95%)	76%	72%
7) Contacts <15 y/o complete preventative therapy (goal 95%)	96%	95%
8) Contacts >15 y/o start & complete preventative therapy (goal 75%)	77%	72%
9) # Persons PPD + found through Screenings	4,626	500
10) Persons found through screening placed on Preventative therapy (90%)	98%	97%
11) Persons found through screenings complete preventative therapy (goal 75%)	73%	75%
12) Voluntary HIV testing of TB Cases (goal 90%)	79%	88%
13) Cases with Compliance issues placed on Directly Observed Therapy	98	57
14) Evaluate Class A & B Immigrants	723	800
4 Jail's TB Screening		
1) % of inmates screened	<10%	68%
2) % of eligible inmates having PPDs placed	n/a	98%
3) % of tests read for results	n/a	75%
4) % of positive inmates referred for chest x-ray	n/a	100%
5) % of eligible inmates placed on INH Preventive Tx	n/a	50%

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Epidemiology & Disease Control
Program: TB Control

Sub-programs ranked by department:

Objectives/Performance Measures:

	1992-93	1993-94
5 TB Surveillance		
1) # patients on registry	1,000	1,200
2) \$ of private MD patients followed	400	480
3) TB statistics published	2	2
4) Complete all RVCT's	100%	100%
5) Report cases to State/CDC	100%	100%
6) Migrate to Computed Software	100%	100%
7) Monitor Reporting TB	550	605
6 HIV/Related TB Project		
1) # of clients screened	888	1,416
# evaluated/X-rays	241	234
2) # of clients given Direct Observed Preventive Therapy (DOT)	112	90
3) # of complete DOT	85	21
a) # still on treatment	4	54
b) # excluded from treatment	23	19
4) HIV (+) and PPD(+) Recommended Treatment	41	42
7 Model TB Training, Prevention and Control Center		
1) # of professionals trained	n/a	500
2) # of courses given	n/a	15
3) # of infectious control/hazard evaluation	n/a	5
4) # of Counties Receiving Services/Epi Assistance	n/a	2
5) # TB Suspects Evaluated	n/a	3,084
6) # Counties Evaluated	n/a	4,500

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
 Division: Epidemiology & Disease Control
 Program: TB Control

Sub-programs ranked by department:

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
8 TB Laboratory/Applied Research		
1) # specimens processed	5,528	6,300
2) # culture identification specimens	355	360
3) # Susceptibility tests	300	350
4) Contract Services delivered		
a) DNA culture/fingerprint	280	303
b) State Lab second line drug susceptibilities	0	150
c) TB AFB microscopy within 24 hours	0	700

Sub-program Descriptions and Costs

Department: Department of Public Health
 Division: Community Public Health Services
 Program: AIDS Office (non-Children's Services)

Funding Sources: Grants and General Fund

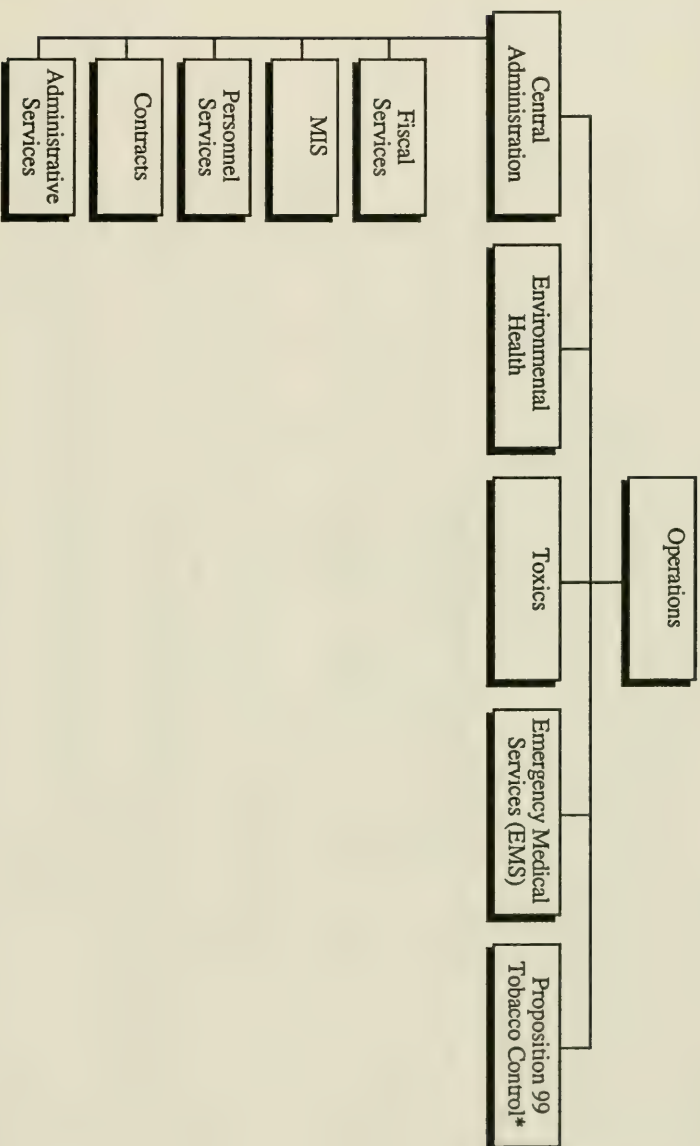
Sub-programs ranked by department:	Description	1993-94		1994-95			
		FTE	Cost	General Fund	FTE	Cost	General Fund
AIDS Administration	Provides leadership, oversight and operational support to AIDS programs	3	\$706,640	\$706,640	3	\$675,444	\$675,444
AIDS Research	Performs studies of the natural history of HIV, as well as the incidence of HIV among high risk gay and bi-sexual men. All activities are funded through the Center for Disease Control	12	\$54,760	0	12	\$54,760	0
AIDS Surveillance	Identifies and keeps track of all AIDS cases in the City of San Francisco. Performs studies of the seroprevalence of HIV in the City. All activities are funded through the Centers for Disease Control.	25	1,245,218	0	25	1,245,218	0
AIDS Health Services	Administers Federal, State and General funds for HIV health services	23	2,072,995	1,485,859	19	1,867,133	1,279,997
AIDS Prevention Branch	Administers Federal, State and General Funds for prevention services	27.5	1,332,715	378,619	27.5	1,332,715	397,931
AIDS Contractual Services - General Fund supported	Medical and support services provided by 11 Community Based Organizations	NA	7,391,921	7,391,921	NA	6,455,996	6,455,996
AIDS Contractual Services - provided by 60 contractors - Grant Supported	Prevention Services Health Services AIDS Drug Program	NA NA NA	4,500,000 25,784,702 1,000,000	0 0 0	NA NA NA	4,500,000 25,784,702 1,000,000	0 0 0
Total AIDS Office		90.95	\$44,588,951	\$9,963,039	87	\$43,415,968	\$8,809,368

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
 Division: Community Public Health Services
 Program: AIDS Office (non-Children's Services)

<i>Sub-programs ranked by department:</i>		<i>Objectives/Performance Measures:</i>		<u>1992-93</u>	<u>1993-94</u>
AIDS Administration	Provides leadership, oversight and operational support to AIDS programs	Number of people provided information/education & hours of health related	460,266	495,938	
AIDS Research	Performs studies of the natural history of HIV, as well as the incidence of HIV among high risk gay and bi-sexual men. All activities are funded through the Center for Disease Control		NA	NA	NA
AIDS Surveillance	Identifies and keeps track of all AIDS cases in the City of San Francisco. Performs studies of the seroprevalence of HIV in the City. All activities are funded through the Centers for Disease Control.	Number of new AIDS cases identified	3,100	3,200	
AIDS Health Services	Administers Federal, State and General funds for HIV health services.				
AIDS Prevention Branch	Administers Federal, State and General Funds for prevention services		NA	NA	NA
AIDS Contractual Services -General Fund supported	Medical and support services provided by 11 Community Based Organizations	Number of residential service days provided	134,696	154,900	
		Number of meals provided	73,466	84,486	
		Number of van trips	13,400	15,148	
		Number of HIV anti-body tests performed	17,424	17,424	
AIDS Contractual Services provided by 60 contractors -Grant Supported					
	Prevention Services	Number of pieces of prints and/or media materials	16,981	3,674	
	Health Services				
	AIDS Drug Program	Number of prescriptions	14,550	16,733	

San Francisco Department of Public
Health - Operations Division



* Proposition 99 is entirely funded with non-General Fund monies and was therefore not

Note: The Office of Conservatorship and Forensics Services are organizationally under the Operations Division but are included in the Mental Health Division's budget. Thus, these two divisions are included in the Mental Health

Department Summary

Department: Department of Public Health
Division: Operations

Mission Statement:

- To prevent disease, promote health, document infectious diseases and prolong life within the community of San Francisco.
- Provide executive leadership and administrative oversight of the Department of Public Health
- Provide operational support to other DPH divisions

1993-94 Budgets by Program

Mayor's Budget Programs	FTE	1993-94		
		Costs	Revenues	Net General Fund
Central Administration	89	\$79,862,459	\$75,026,873	\$4,835,586
Emergency Medical Services	5.75	477,426	15,182	462,244
Environmental Health	61	4,194,680	4,121,280	73,400
Toxics	55	3,793,797	2,148,052	1,645,745
Subtotal	211	\$88,328,362	\$81,311,387	\$7,016,975
Capital Improvements		\$615,685	\$566,774	\$48,911
TOTAL	211	\$88,944,047	\$81,878,161	\$7,065,886

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
Central Administration	\$69,140,143	\$69,140,143	\$69,140,143	\$61,411,609	\$61,411,609	\$61,411,609
Emergency Medical Services	448,347	448,347	448,347	136,261	136,261	136,261
Environmental Health	4,223,505	4,223,505	4,223,505	4,195,475	4,195,475	4,195,475
Toxics	3,748,342	3,748,342	3,748,342	2,032,503	2,032,503	2,032,503
TOTAL	\$77,560,337	\$77,560,337	\$77,560,337	\$67,775,848	\$67,775,848	\$67,775,848

Sub-program Descriptions and Costs

Department: Department of Public Health
Division: Operations
Program: Central Administration

Sub-programs ranked by department:

Sub-programs ranked by department	Description	1993-94		1994-95			
		FTE	Cost	General Fund	FTE	Cost	General Fund
Executive Administration	Provide executive leadership and oversight for the entire Department so as to maintain the cost effective delivery of quality health care services.	6.5	\$487,719	\$243,745	7	\$694,685	\$311,381
Contracts	Prepare, manage and monitor contract solicitation, evaluation and award.	3.5	241,350	171,765	3	195,756	126,826
Budget and Planning	Directs the Department's major policy initiatives : budget, strategic planning, managed care planning, financial restructuring, all legislation.	7.5	487,138	335,069	7.5	495,208	320,836
Fiscal	Provided fiscal support to the DPH Executive Administration, Health Commission, Primary care Services, Public Health Services, AIDS, Children's Services, Toxics, Bureau of Environmental Health, EMS, Conservatorship, and AB 75 Programs	29	1,632,278	1,062,283	29	1,782,414	1,095,562
Personnel	Provides the Department with personnel management, classification, recruitment/selection and labor relations services.	20	1,020,406	701,868	20	1,027,715	665,836
Affirmative Action	Ensure that targeted employees and clients who have been historically excluded from equal employment opportunities and to public health services be provided with fair and equal access.	5	327,168	245,033	5	245,422	159,004
Management Information Services	Provides MIS leadership for the entire Department and MIS strategic planning. Provides data processing technical functions to analyze, design, build, implement & maintain the clinical, administrative and financial information systems for the Department.	4	1,785,025	1,227,799	4	6,600,775	4,276,511
Health Commission	Manages and controls the City's hospitals, emergency medical services, and all matters pertaining to the preservation, promotion, and protection of the lives, health, and mental health of the City's residents. Total FTE includes 7 Commissioners.	9	155,382	106,877	9	156,598	101,457
Administrative Services Unit	Provides several support services to the health centers, various clinics and the central office such as security and facilities maintenance. Staff are included in the health centers' budgets.	4.5	1,062,729	741,147	3.5	1,035,872	671,121

Sub-program Descriptions and Costs

Department: Department of Public Health

Division: Operations

Program: Central Administration

Sub-programs ranked by department:

Description	FTE		Fund		Cost	
	FTE	Cost	Fund		FTE	Cost
SB 855 Transfer to State						
SB 855 Disproportionate Share Payments are Federal funds that are administered through the State and awarded to hospitals. Local jurisdictions transfer matching funds to a pool administered by the State that is then augmented by Federal funds.		72,663,264	0			56,905,698
						0
TOTAL	89	\$79,862,459	\$4,835,586		88	\$69,140,143
						\$7,728,534

ES: accounts exclude positions funded by other programs
funding level in FY 1993-94 excludes the \$2.24 million MIS Managed Care Supplemental approved by the Board of Supervisors on 4/27/94.

Notes:

Amounts exclude positions funded by other programs

MIS funding level in FY 1993-94 excludes the \$2.24 million MIS Managed Care Supplemental approved by the Board of Supervisors on 4/27/94.

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Operations
Program: Central Administration

Sub-programs ranked by department: Objective/Performance Measure:

1992-93 1993-94

Executive Administration

Reorganize Department into a comprehensive, integrated, cost effective service delivery system; Refocus service delivery system on prevention, primary care and chronic long term care; Ensure the public participation in policy development.

NA

NA

Contracts

Ensure that DPH adheres to contracting policies & regs for effective contracting, safeguarding DPH & the City in contractual relationships & ensure contractors receive impartial, fair & equitable treatment. Performance measures are for all eight contract staff, five of which work in other programs.

Contract transactions completed
Request for Proposals (RFPs) completed
Sole source contracts

292
33
10

312
20
10

Budget and Planning

Promote the vision and mission of DPH by supporting strategic management & planning for the DPH. To do this, develop & monitor DPH budget, respond to health related legislation, managed care planning & other special projects.

Legislative items tracked
Managed Care reports issued

400
9

NA
12

Fiscal Services

Accounting: Grant accounts established
Accounting: Contract order modifications & journal entries
Accounting: Number of reports and spreadsheets produced
Cost Reporting: Number of cost reports prepared
Cost Reporting: Number of work-order expenditures analyzed
Accounts Payable: Number of payments processed
Accounts Payable: Phone bills distributed to various units
Cash Accounting: Number of checks received
Cash Accounting: Number of fee tags processed
Budget and Systems: Number of spreadsheets & calculations prepared for the budget

240

60
1,120
200
32
708
9,400
710
13,600
14,920

63
1,350
200
40
710
9,994
712
14,283
15,332
225

Budget and Systems: Number of entries posted by cost center

20,000

42,000

Budget and Systems: Number of positions controlled

485

488

Purchasing: Number of purchase orders processed

2,731

3,203

Payroll: Number of paychecks issued every 2 weeks

46,745

47,502

Payroll: Number of timesheets processed

37,100

37,232

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
 Division: Operations
 Program: Central Administration

<i>Sub-programs ranked by department:</i>		1992-93	1993-94
<i>Objectives/Performance Measures:</i>			
Personnel	Provide management with resources and support to enhance and maintain employee productivity through effective administration of the employee performance evaluation: expeditiously classify grant positions: establish eligible lists		
	Prevail in 75% of disciplinary arbitration cases out of a total annual average of 150 disciplinary suspensions and 40 discharges	Met	NA
	Attain an employee performance evaluation completion rate of 75%	Met	NA
	classify new grant positions within 1 month in 80% of cases	Met	NA
Affirmative Action	Reduce and maintain the number of provisional employees to 5% of the total workforce	Met	NA
	Ensure that targeted employees & clients who have historically been excluded form equal employment opportunities & to DPH svcs, be provided w/ fair & equal access to these opportunities.		
	Information collected & analyzed	5,900	5900
	Intakes reviewed for compliance	500	500
Management Information Services	Requests for culturally competent services monitored and implemented	125	150
	EEO/AA training sessions conducted	35	70
	Under-represented employees recruited	250	125
	To provide a full spectrum of data processing svcs to analyze, design, build, implement & maintain clinical, admin., & financial info systems for the DPH.		
Health Commission	Amount of patient revenue billed	\$250 million	\$263 million
	Computer areas networked	5	5
	Application systems supported	12	17
	Personal computers supported	50	130
	Computer terminals and printers supported	230	253
	Employees trained	540	648
	Number of public meetings on policy and governance including budget issues	26	26
	Number of public mailings of meeting agendas and minutes	16,640	16,640

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Operations
Program: Central Administration

Sub-programs ranked by department:

Objectives/Performance Measures:

	1992-93	1993-94
Administrative Services Unit		
To maintain the Department's health centers including janitorial services, facilities maintenance, project management, distribution of supplies and materials, security services, heat, light and power, telephone, pest control, etc.		
Number of facilities maintained	11	11

Sub-program Descriptions and Costs

Department: Department of Public Health
 Division: Operations
 Program: Emergency Medical Services (EMS)

Sub-programs ranked by department:

	Description	FY 1993-94			FY 1994-95		
		FTE	Cost	General Fund	FTE	Cost	General Fund
1	Emergency Medical Services (EMS)	5.75	\$477,426	\$462,244	5.3	\$448,347	\$312,086

As designated through the City's Administrative Code per the State Health and Safety Code, EMS is responsible for the administration and management of the entire EMS system in the City and County of San Francisco.

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Operations
Program: Emergency Medical Services (EMS)

Sub-programs ranked Objectives/Performance Measures:

		<u>1992-93</u>	<u>1993-94</u>
1	EMS		
	Ensure optimal prehospital care in San Francisco through prehospital evaluation certifications, ambulance permitting, provider evaluations, 911 dispatch monitoring & developing EMS policies.		
	Prehospital staff certifications	430	450
	EMS Provider evaluations	15	6
	Ambulance permit inspections	0	10
	911 ambulance dispatches monitored	67,000	75,000
	EMS policies developed	50	40
	Incident reports reviewed	200	180
	Grants administered	5	4

Sub-program Descriptions and Costs

Department: Department of Public Health
Division: Operations
Program: Environmental Health

Sub-programs ranked by department:

	Description	FY 1993-94			FY 1994-95		
		FTE	Cost	General Fund	FTE	Cost	General Fund
Administration	Provide guidance and administrative support to programs, budget preparation, monitor legislation and recommend appropriate policy changes.	4	\$265,090	\$0	3.5	\$165,196	\$28,030
Water Programs	Inspect water recreation sites to ensure water quality and regulate potable water quality which includes overseeing well constructions and installations.	3	238,517	0	3	220,924	0
Complaints	Respond to complaints at refuse facilities: investigate public complaints of insanitary conditions, rodents, abandoned vehicles, vacant lots and insects.	6	448,933	0	6	419,024	0
Food Sanitation and Consumer Protection	Conduct restaurant inspections, train food managers, respond to food-borne illness incidents and investigate public complaints in retail and wholesale food facilities.	45	3,003,113	0	43	3,177,547	0
Food Plan Checks	Review and approve construction plans for facilities.	2	165,627	0	2	166,766	0
Housing and Institutions	As required by State and local ordinance, inspect and respond to complaints; at hotels and issue certificates of sanitation, City detention facilities, Camp Mather and City hospitals.	1	73,400	73,400	1	74,048	0
Totals		61	\$4,194,680	\$73,400	58.5	\$4,223,505	\$28,030

Department: Department of Public Health
Division: Operations
Program: Environmental Health

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

Administration

Implement data management system	Phase I	Phase II
Develop Bureau consolidation plan	NA	Phase I
Complete Local Area Network (LAN)	NA	Met

Water Programs

Protect the City's surface and potable water quality		
Water recreation sites inspected	375	375
Public complaints responded to	79	79
Cross-connection water devices permitted	600	600
Water samples collected	1,800	1,800
Water well construction and installations overseen	1,500	1,500

Housing and Institutions

Ensure that homeless hotels and other City facilities are sanitary		
Homeless hotels inspected	800	800
Public complaints responded to	243	243
Certificates of sanitation issued	750	750

Complaints

Protect the well-being of the environment by assuring the proper storage & disposal of solid waste and to respond to public complaints about various environmental issues		
Refuse vehicles permitted	153	153
Refuse complaints responded to	7,000	7,000
Transfer stations inspected	6	6
Public complaints investigated	4,000	4,000

Food Sanitation and Consumer Protection

Assure that food provided for consumption is wholesome and produced under safe and sanitary conditions.		
Food establishment inspections made	26,000	26,000
Number of food establishments inspected	6,900	6,900
Number of food managers trained	60	60
Public complaints responded to	871	871

Food Plan Checks

Ensure compliance with State law for all new construction and remodeled food facilities; approve all equipment and meet or exceed plan approval within 20 working days.		
Number of construction plans reviewed and approved	450	450

Sub-program Descriptions and Costs

Department: Department of Public Health
Division: Operations
Program: Toxics

Sub-programs ranked by department:

	Description	FY 1993-94			FY 1994-95		
		FTE	Cost	General Fund	FTE	Cost	General Fund
Admin	Develops and manages environmental and occupational safety and health issues for the City and the Department.	1	\$113,019	\$27,916	0.5	\$396,337*	\$70,664
Hazardous Materials	Enforces the City's Hazardous Materials Ordinance which regulates business or government agencies that use or store hazardous materials. Provides education & outreach to the business community regarding hazardous material compliance issues.	18	974,804	0	17.5	1,098,118	0
Hazardous Waste	Conducts hazardous waste generator inspections, enforce chlorofluorocarbon ordinances, oversee clean-up activities at military bases.	5	432,979	290,659	6	404,798	200,411
Occupational Safety & Health	Develops and implements health and safety policies, procedures and programs for City departments. Respond and resolve health and safety problems.	10	708,142	524,025	10	683,839	574,120
Asbestos	Conducts asbestos inspections: implements AB 3713 - Asbestos Notification Regulation: coordinates abatement activities: monitors contractors that conduct asbestos surveys.	2	135,049	99,936	2	126,812	106,465
Training	Conducts environmental training and education, and VDT and emergency response	1	78,569	58,141	1	78,564	65,959
Special Projects	Member of the S.F. Fire Department Hazardous Materials Team: responds to community toxic complaints: determines chemicals or physical agents which may have caused disease within the community and enforces the City's VDT ordinance.	2	181,803	134,534	2	179,382	150,601
Base Closure/Hunters Point/Mission Bay	Provide oversight of the Hunters Point and Mission Bay toxics clean-up.	1	77,296	57,199	1	74,586	62,619
Lead Prevention	Enforce the local lead prevention ordinance	1	252,224	186,646	2	262,815	220,647
Medical Waste	Enforce the City's medical waste ordinance.	2	148,655	0	1.5	135,777	0
Employee Assistance Program	Provides counseling services for City employees and their families who have personal and work related problems.	7	360,391	266,689	6	372,785	264,353

Sub-program Descriptions and Costs

Department: Department of Public Health
Division: Operations
Program: Toxics

Sub-programs ranked by department:

Description	FY 1993-94			FY 1994-95		
	FTE	Cost	General Fund	FTE	Cost	General Fund
Local Oversight Program (UST) Oversees the closure and removal of Underground Storage Tanks (USTs) and issues operating permits for USTs.	5	330,866	0	5	330,866	0
TOTAL	55	\$3,793,797	\$1,645,745	54.5	\$3,748,342	\$1,715,839

Performance Measures and Objectives by Sub-program

Department: Department of Public Health
Division: Operations
Program: Toxics

<u>Sub-programs ranked by department:</u>		<u>Objectives/Performance Measures:</u>		<u>1992-93</u>	<u>1993-94</u>
Administration		Ensure direction, priority setting, resolve community and government conflicts, coordinate regulatory implementation, and coordinate and evaluate staff goals		5	5
Hazardous Materials		Ensure that businesses and government agencies comply with the City's Hazardous Materials Ordinance. Measurement = number of certificates of participation issued to business and City facilities		3,000	1,000
Hazardous Waste		Number of City facilities inspected to comply with California Hazardous Waste		480	212
Occupational Safety & Asbestos		Number of DPH Workers Compensation claims monitored		0	250
		Number of City facilities inspected for asbestos		NA	20
Training		Number of City employees trained in VDT, hazardous materials, hazardous waste and emergency programs.		300	300
Special Projects		Number of emergency incidents involving hazardous materials		48	48
Base Closure/Hunters Point/Mission Bay		Number of documents reviewed		100	100
Lead Prevention		Number of cases of childhood lead poisoning investigated		30	130
Medical Waste		Number of Medical Waste generators registered and permitted		200	250
Employee Assistance		Number of City employees screened		650	550
		Number of employees who attend workshops or groups		3,000	2,500
Local Oversight Program		Number of contaminated sites included in LOP		110	250

Department: Superior and Municipal Courts

Overview

The Superior and Municipal Courts are a County function in accordance with State Law that created the courts and sets policy for operations of the courts. The Superior and Municipal Courts have been in the process of combining their administrative functions in accordance with the 1991 Trial Court Realignment Act in order to achieve savings from reducing two administration programs into one such program. The Superior and Municipal Courts' budget is not subject to review and adjustment by the Mayor's Office which is an office of a City's government.

The State Trial Court Funding Act provides for partial funding of the Superior and Municipal Courts with State monies. According to the Superior and Municipal Courts' Budget Officer, San Francisco should receive an additional approximately \$11 million in Trial Court Funding Act State funding for 1994-95 compared to 1993-94. Such additional Trial Court Funding Act funding from the State would be credited to the City's General Fund. The Superior and Municipal Courts will also receive State funding for a computer automation project and Federal funding for Family Law Services.

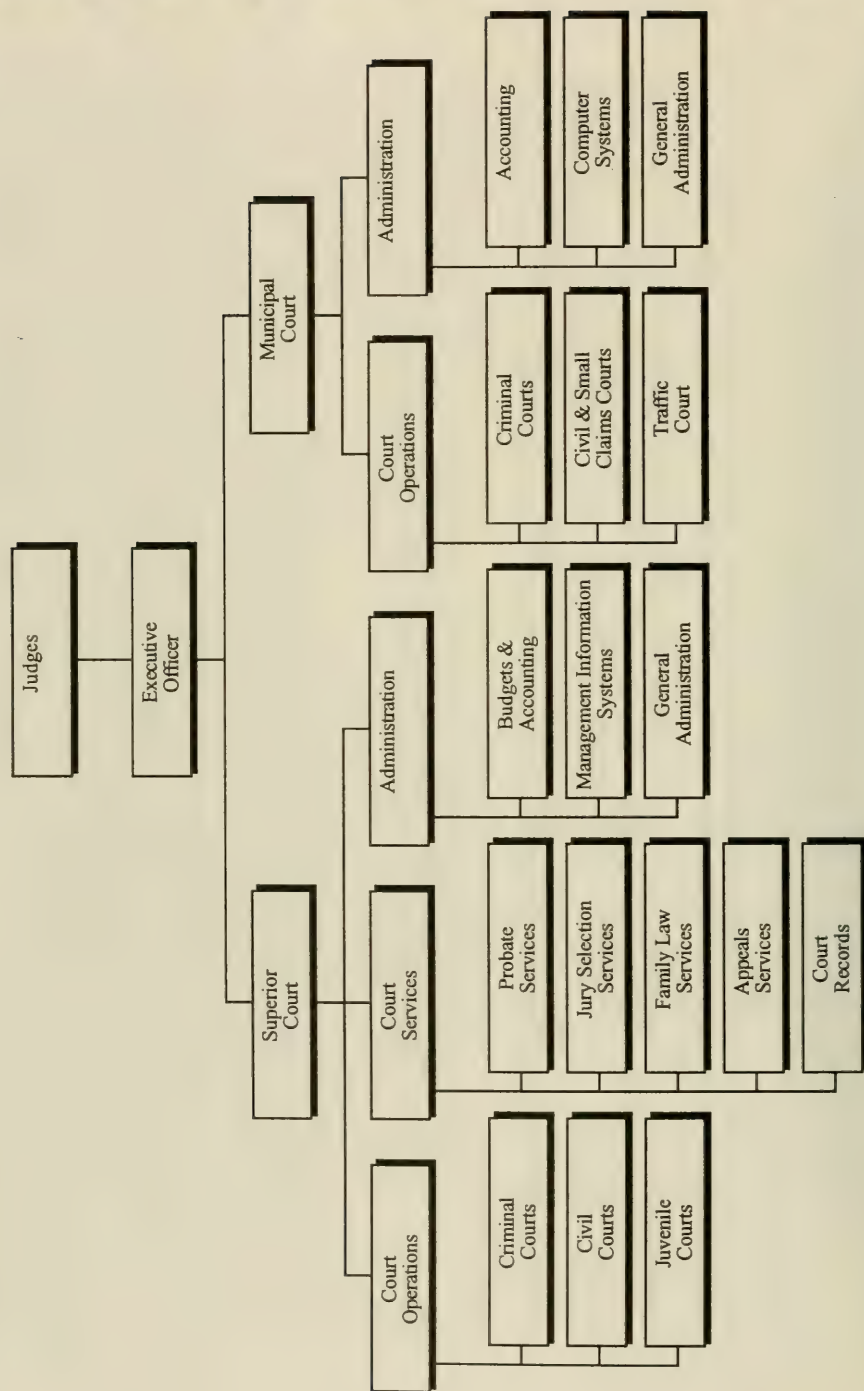
The proposed 1994-95 budget for the Superior and Municipal Courts includes two new positions for the Small Claims Court. These two new positions would be half time positions and are required in order to meet the State requirement that Superior and Municipal Courts' costs of operating the Small Claims Court be at least half of the amount of fee revenues that the Superior and Municipal Courts receive from operating the Small Claims Court.

Eight new clerk positions are requested for the Traffic, Civil and Small Claims Courts' operations and one new position is requested to provide administrative support for the Traffic Commissioner. However, support for the Traffic Commissioner is already provided by a position in the Juvenile Probation Department's budget.

Two new positions are requested for the Computer Automation Project that will be fully funded by the State and seven new positions are requested for the Family Support Bureau that will be fully funded by Federal monies.

Pursuant to State Assembly Bill 408 that decriminalized parking citations, 55 positions and associated operating costs for processing parking citations that were included in the Superior and Municipal Courts' 1993-94 were transferred to the Department of Parking and Traffic in October, 1993.

Superior and Municipal Courts



Department Summary

Department: Superior and Municipal Courts

Mission Statement:

The Superior and Municipal Courts serve the public and the judiciary by providing efficient record keeping and case processing functions and maximizing accessibility to court case information. The Courts also serve the public by providing access to case summaries and records and by providing free legal forms.

1993-94 Budgets by Program

NOTE: The Mayor's Office has not prepared Program Budgets for the Superior and Municipal Courts. However, we have developed 17 programs for the courts, presented on the next page.

Sub-program Descriptions and Costs

Department: Superior and Municipal Courts Program: Combined Superior and Municipal Courts

Sub-programs ranked by department:		1993-94		1994-95	
		FTE	Cost	FTE	Cost
Description					
Adjudication	Costs of judges, commissioners, hearing officers, staff attorneys and legal research assistants. Specific provision for the number of judges, commissioners and hearing officers and their remuneration is made in the State Government and Welfare and Institutions Codes.	66	\$3,940,177	66	\$4,028,693
Verbatim Court Reporting	State law mandates that all testimony, objections made, rulings and instructions of the Court, pleas, and sentences be recorded by a Court Reporter. State law further requires the production of a transcript at county expense when a defendant is convicted of a felony. Pro tem Court Reporters are used when a permanent reporter is not available.	49	5,570,310	49	5,737,547
Interpreters	Interpreters and translators are required by State law to be provided when a defendant or witness is incapable of understanding or expressing himself or herself clearly in English. Interpreters for the hearing impaired are also required. Outside interpreters and translators are obtained by contract as needed.	0	752,388	0	752,388
Criminal Courts - Superior	Staff and operating costs for courtroom clerks and processing court calendars and document filings for the Criminal Courts of the Superior Court.	28	1,651,338	28	1,688,433
Criminal Courts-Municipal	Staff and operating costs for courtroom clerks and processing court calendars and document filings for the Criminal Courts of the Municipal Court.	56	2,994,470	56	3,061,737
Civil Courts - Superior	Staff and operating costs for courtroom clerks and processing court calendars and document filings for the Civil Courts of the Superior Court.	67	4,327,870	67	4,425,091
Civil and Small Claims Courts - Municipal	Staff and operating costs for courtroom clerks and processing court calendars and document filings for the Civil and Small Claims Courts of the Municipal Court.	62	3,250,767	69	3,560,268

Sub-program Descriptions and Costs

Department: Superior and Municipal Courts Program: Combined Superior and Municipal Courts

Sub-programs ranked by department:

Description

	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Juvenile Courts				
The Juvenile Division presides over all cases concerning delinquency proceedings against minors and dependency cases in which it is alleged that a) a minor has suffered or is at risk of suffering serious harm inflicted by the minor's parent or guardian, b) the parent or guardian has failed to adequately protect a minor from acts of cruelty, c) a minor has been left without any provision for support or d) the minor has been freed for adoption.	24	1,550,765	24	1,585,601
Traffic Courts				
Staff and operating costs for courtroom clerks and processing court calendars and document filings for the Traffic Court of the Municipal Court.	40	1,897,904	43	2,042,034
Court Records				
Maintenance of records of procedures and actions taken by courts.	25	1,161,451	25	1,187,541
Jury Services				
Pursuant to State law, Jury Services staff inquire into the qualifications of persons summoned for jury service, summon jurors to jury service, administer oaths to jurors, insure that jurors are provided to trial courts when required and administer the disbursement of jury fees and mileage. The amounts paid for jury fees and mileage are set by State law.	12	1,211,103	12	1,238,010
Appeals Services				
State law mandates the establishment of an Appellate Department to hear cases on appeal from the Municipal Court. Staff of the Appeals Services Division prepare documents for cases on appeal from the Municipal Court and from the Superior Court to a higher court.	7	405,534	7	414,644
Probate Services				
The counselors and examiners of the Probate Services Division are required by State law to assess and report to the Court a) the needs of persons proposed for conservatorship in order to establish the appropriateness and extent of conservatorship required, b) the appropriateness of the proposed conservator and c) whether the proposed conservatee objects to either the establishment of conservatorship or the proposed conservator and/or desires legal counsel. The Probate Services Division conducts periodic reviews of ongoing conservatorships.	13	1,021,948	13	1,044,904

Sub-program Descriptions and Costs

Department: Superior and Municipal Courts Program: Combined Superior and Municipal Courts

Sub-programs ranked by department:	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
Family Law Services	Family Court mediators hold conciliation conferences with parties in family law cases, make recommendations to the judges presiding over family law cases, conduct mediation of child custody and visitation disputes, and make recommendations to the Court concerning marriages where one party is a minor. Family Court arbitration offers a forum for settling cases outside of court when the parties agree to abide by such arbitration.	18	1,427,483	25	1,803,628
Budget and Accounting	Accounts for revenues and expenditures and prepares the annual budget.	23	1,339,888	23	1,369,987
Management Info. Systems	Computer systems for the courts.	16	1,457,979	16	1,586,912
General Administration	General departmental administration and overhead.	20	1,638,302	20	1,675,162
Parking and Traffic	Segregation of parking citation processing staff and costs transferred to the Department of Parking and Traffic pursuant to AB 408 in October, 1993.	55	930,115	0	0
Automation Project	State funded computerization project.	0	136,371	2	263,060
Fees and Compensation	State laws require that the Courts assign counsel to defendants in criminal cases and to parties in criminal cases, juvenile delinquency, juvenile dependency, mental health and child custody cases at county expense. This obligation may be fulfilled to the first party in each case by the Public Defender's Office. In cases where the Public Defender declares that the Public Defender's Office cannot represent one of the parties in a case, due to the involvement of multiple parties or other ethical conflict, the Courts provide private counsel to indigent defendants. The Courts are further required to provide adequate ancillary services to such indigent defendants, including investigators and expert witnesses.	0	8,536,435	0	9,553,612

Sub-program Descriptions and Costs

Department: Superior and Municipal Courts
Program: Combined Superior and Municipal Courts

Sub-programs ranked by department:

Description	1993-94	1994-95	
	FTE	Cost	FTE Cost

Worker's Compensation

0 166,585 0 176,714

Courthouse Construction

Costs associated with the construction of a new courthouse. These costs are funded by the Courthouse Construction Fund that is comprized of surcharges on filing fees.

0 6,618,594 0 218,990

TOTAL	581	\$51,987,777	\$45	\$47,414,956
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Objectives and Performance Measures by Subprogram

Department: Superior and Municipal Courts
 Program: Combined Superior and Municipal Courts

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93 1993-94

NOTE: The Superior and Municipal Courts did not provide performance measure data.

Adjudication
 Verbatim Court Reporting
 Interpreters
 Criminal Courts - Superior
 Criminal Courts - Municipal
 Civil Courts - Superior
 Civil and Small Claims Courts - Municipal
 Juvenile Courts
 Traffic Courts
 Court Records
 Jury Services
 Appeals Services
 Probate Services
 Family Law Services
 Budget and Accounting
 Management Information Systems
 General Administration

Department Summary

Department: JUVENILE PROBATION

Mission Statement:

The mission of the Juvenile Probation Department is to protect the public by providing for the treatment and rehabilitation of those youth of San Francisco who have been identified and referred by the Court, enabling them to lead productive, crime-free lives and to realize their full potential. The Department will accomplish this in the least restrictive manner commensurate with public safety and while working with the family of the youth whenever possible.

1993-94 Budgets by Program

1993-94

Mayor's Budget Programs

	FTE	Costs	Revenues	Net General Fund
1 Probation Services	94	\$5,600,784	\$891,750	\$4,710,064
2 Administration & Support	46	2,771,040	0	2,621,049
3 Juvenile Hall	111	6,644,277	120,000	6,307,622
4 Log Cabin Ranch	26	1,893,277	43,000	1,847,882
5 Children's Baseline	7	1,587,865	0	1,589,167
<i>Subtotal</i>	284	\$18,497,243	\$1,054,750	\$17,075,784

Capital Improvements

\$54,400

\$54,400

TOTAL	284	\$19,051,643	\$1,054,750	\$17,630,184
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1994-95

1994-95 Expenditures

Department	Mayor	Budg. Analyst
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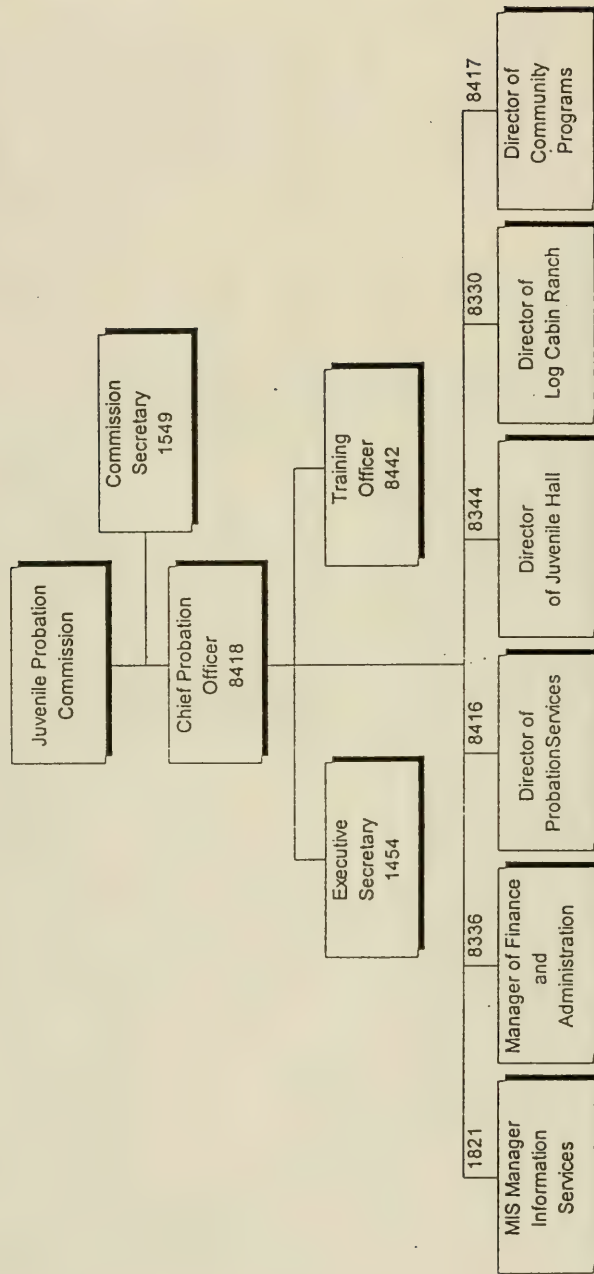
1994-95 Revenues

Department	Mayor	Budg. Analyst
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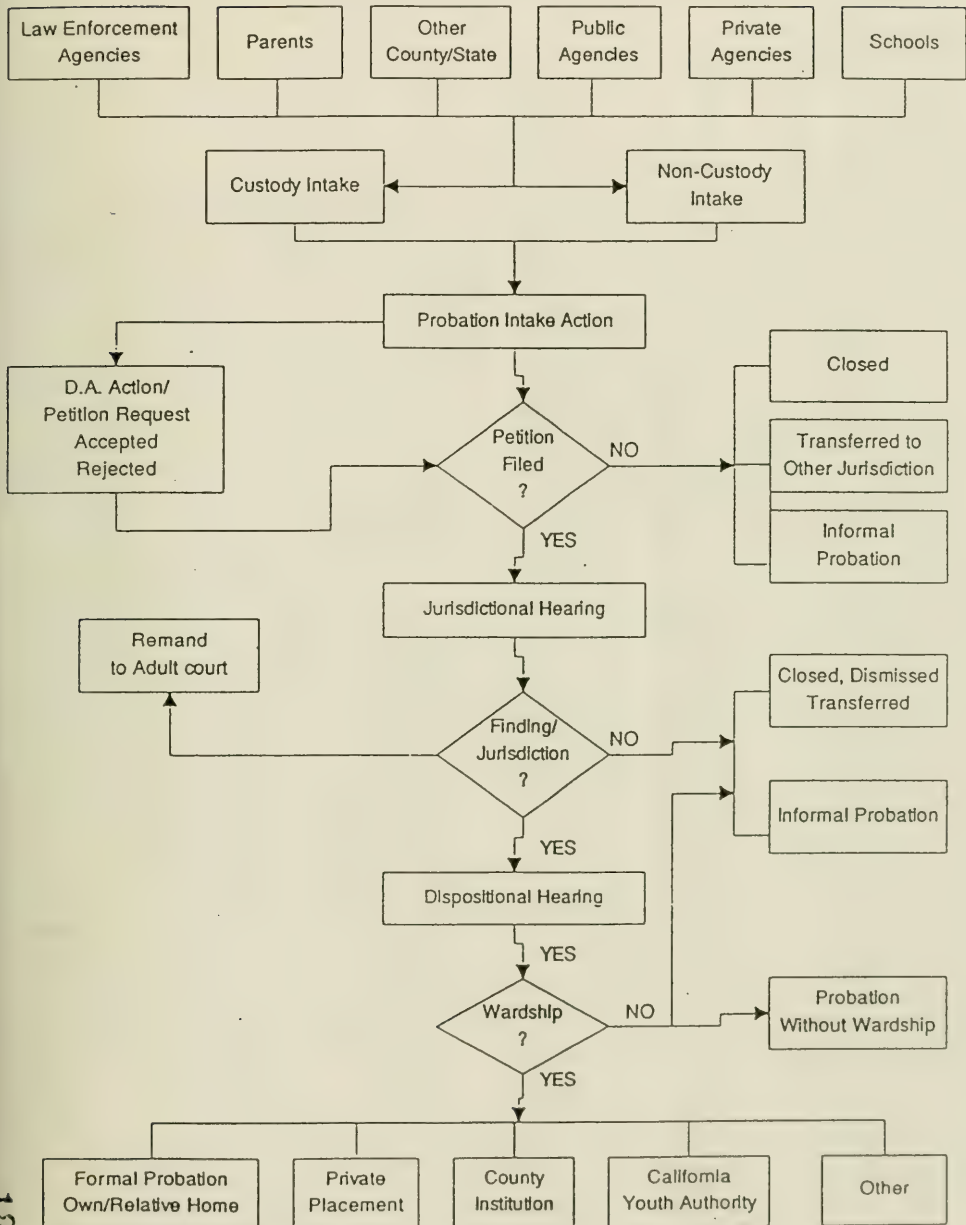
1 Probation Services	97	\$7,589,899	\$7,414,745	\$7,254,366	\$4,428,000	\$4,428,000
2 Administration & Support	47	3,111,189	3,115,212	3,091,725	0	0
3 Juvenile Hall	145	8,657,676	8,018,237	7,982,507	120,000	120,000
4 Log Cabin Ranch	27	2,333,888	2,350,917	2,352,174	43,000	43,000
5 Children's Baseline	12	1,921,538	1,630,129	1,686,777	0	0
<i>Subtotal</i>	328	\$23,614,190	\$22,529,240	\$22,367,549		

TOTAL		\$23,614,190	\$22,529,240	\$22,367,549	\$4,591,000	\$4,591,000
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San Francisco
Juvenile Probation Department
Executive Structure



San Francisco County
Disposition of Referrals to Juvenile Probation



Department: Juvenile Probation Department

Overview

The mission of the Juvenile Probation Department is to protect the public by providing for the treatment and rehabilitation of those youth of San Francisco who have been identified and referred by the Court, enabling them to lead productive, crime-free lives and to realize their full potential. The Department will accomplish this in the least restrictive manner commensurate with public safety and while working with the family of the youth, whenever possible.

The Juvenile Probation Department's FY 94-95 Budget submission includes resources to implement a Serious Repeat Offender Program, expansion of the Intensive Home Supervision Program, and implementation of a Juvenile Offender Local Prevention and Corrections Program. The Department also expects to produce an additional \$3.2 million in Title IVA and Title IVE revenues.

Although the Department's hiring plan, including the May, 1994 hiring of 25 new '911' Communications Dispatch trainees, has been evolving throughout the Zero Base budget review process, the Budget Analyst has attempted to accurately reflect, in this report, the current schedule for adding sworn and civilian personnel to the Department. As of the writing of this report, the Budget Analyst has not received information on the Mayor's budget recommendations. However we have informed the Mayor's budget staff of our findings and recommendations throughout the Zero Base process.

As a result of the Zero Base review, the Budget Analyst is recommending budget reductions of approximately \$4.1 million. We have also included three policy recommendations that could produce additional savings.

Sub-program Descriptions and Costs

Department: Juvenile Probation Program: Probation Services

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
1 Intake				
Requires the Probation Officer (P.O.) to conduct an investigation on each referral from a law enforcement agency to the Department including:	37	\$2,264,796	37	\$2,434,516
A. Interview:				
Minor: involvement in alleged delinquent acts, educational and social situations, special needs, prior record;				
Parent: assessment of home situation, minor's behavior in the home, school, community;				
Victim: incident, injury, losses/damages;				
Witness: incident				
Other persons/service agencies involved in the referral.				
B. Based on the offenses, the P.O.:				
1) Refers the minor/family to a community based organization;				
2) Sets up a restitution plan;				
3) Refers the minor to a diversion program or program of informal supervision;				
4) Refers the matter to the District Attorney with a plan for diversion, informal supervision or petition;				
5) Makes initial detention/release decisions;				
6) Develops detention plan recommendations for the Court;				
7) Implements the Court Order;				
C. Upon adjudication of the petition, the Probation Officer prepares a report for the Court including: jurisdictional issues; summary of offenses; interviews with minor and parent; prior record of minor; history of minor; school report; family history; financial situation of family and restitution issues; input from interested agencies/individuals; custody time and behavior/home detention report; multi-disciplinary team recommendation; assessment of the minor's needs and situation and plan; and recommendation.				

Sub-program Descriptions and Costs

Department: Juvenile Probation
Program: Probation Services

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost

2 Supervision - In Home Carry out Court ordered supervision of youth; investigate all new referrals; protect the public by providing for the treatment and rehabilitation of referred youth. Services provided by or under the jurisdiction of the Probation Officer include but not limited to:

- Schedule regular appointments with the youth/family to monitor the youth's compliance with the Orders of Probation;
- Maintain communication with the parent/guardian;
- Initiate/coordinate and follow up on individualized treatment services for the youth and family in collaboration with community based, educational and vocational resources;
- Meet with school officials and maintain communication with school personnel;
- Hold the youth accountable to the Orders of Probation by informing the Court of the youth's progress on probation through accurate and informative Reports, and by conducting a thorough investigation of each new referral (Intake above);
- Continue providing services to youth detained in Juvenile Hall.

3 Supervision - Out of Home Carry-out ordered supervision of youth ordered out of their home for placement in the County or, depending on the circumstances, throughout the United States. Protect the public by providing for the minor's treatment and rehabilitation:

- Private Placement services include: 1) assessment of appropriate placement for each minor, 2) schedule interviews with placement officials, youth and family, 3) make arrangements for the placement, 4) as mandated by the Court, provide supervision to youth while in placement, 5) continuously monitor and evaluate the suitability of the placement, 6) investigate new referrals (Intake above) and 7) prepare discharge and aftercare plan.
- County Placement (Log Cabin Ranch) services include: 1) provide intensive supervision and monitor the youth's progress at the ranch, 2) work with the family and significant others, 3) process new referrals (Intake above), 4) develop and implement aftercare plan.

Sub-program Descriptions and Costs

Department: Juvenile Probation
Program: Probation Services

Sub-programs ranked by department:

Description

1993-94		1994-95	
FTE	Cost	FTE	Cost

4 Special Activities

- A. Services for 601 W&I youth (status offenders) are provided primarily through contract agencies. The Department contracts with a private agency to provide intake, counseling, and shelter services for 601 youth. When all efforts of this agency fail, the Department will file a petition when appropriate and will follow through with placement and/or supervision services when so ordered by the Court.

- B. The Special Services Unit provides the following services: Investigates and prepares reports for Domestic Relations Court regarding step-parent adoptions; investigates and prepares reports for the Court on persons who wish their records to be sealed; investigates and prepares Court reports on §232 petitions to terminate parental rights; investigates and provides the Court with appropriate recommendation for Judicial Consent for Marriage regarding the marriage of minors; provides information to other agencies about youth who are now or were under the jurisdictions of the Court; provides a liaison between the Department and the YGC Volunteer Auxiliary to supplement programs and services for all youth under the jurisdiction of the Juvenile Court; supervises and monitors the home detention program; runs Community Services and Street Law Programs; provides liaison with intensive home supervision agencies.

Also under the supervision of Special Services is the Record Room which processes all referrals inputting information in the computer system; forwards the proper records to probation units; handles all general inquiries on youth directing calls to the proper person; maintains the closed files on youth, and destroy records per statute.

21 \$1,285,426 21 \$1,263,547

Sub-program Descriptions and Costs

Department: Juvenile Probation
Program: Probation Services

Sub-programs ranked by department:

Description

1993-94		1994-95	
FTE	Cost	FTE	Cost

- C. The Court Officers Unit is comprised of probation officers who introduce the case, represent the Probation Department before the Juvenile Court and assure compliance with the dissemination of confidential information to the Court and the attorneys. Custody cases require that the court officer transport the minor to and from the courtroom.

Revenue Generation Projects: Staff to monitor and coordinate Title IV-A and Title IV-E.

TOTAL

92	\$5,600,782	97	\$7,410,982
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4/21/94

Performance Measures and Objectives by Sub-program

Department: Juvenile Probation

Program: Probation Services

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93

1993-94

1 Intake

Of all of the referrals, assure that 85% of those not going to Court are closed within 90 days of receipt.

70%

85%

Outcome: Provide minors with immediate consequences for their actions and reflect the correct size of the caseload.

Assure that 100% of youth in Juvenile Hall have a face to face contact with their probation officer twice a week.

75%

85%

In addition to this face to face contact, have telephone contact at a minimum of once a week.

Outcome: Provide minors in custody with consistent ongoing opportunities to both receive information from and share concerns with their probation officer.

Assure that 90% of youth pending initial placement are placed within two weeks of the case coming to the placement unit.

70%

85%

Outcome: Provide early treatment by removing minors from Juvenile Hall (a short-term detention facility) to appropriate residential programs.

2 Supervision - In Home

Assure that 90% of youth placed on court wardship/probation in their home are visited in the community at least every 45 days. Outcome: Provide the opportunity to develop rapport with the minor and the family in their own territory and thus establish a trusting relationship between all parties.

85%

75%

Outcome: Provide the opportunity to develop rapport with the minor and the family in their own territory and thus establish a trusting relationship between all parties.

3 Supervision - Out of Home

Assure that 85% of youth pending initial placement are placed within two weeks of the case coming to the placement unit. Outcome: Provide early treatment by removing minors from Juvenile Hall (a short-term detention facility) to appropriate residential programs.

75%

50%

Performance Measures and Objectives by Sub-program

Department: Juvenile Probation

Program: Probation Services

<u>Sub-programs ranked by department:</u>	<u>Objectives/Performance Measures:</u>	<u>1992-93</u>	<u>1993-94</u>
4 <u>Special Activities</u>			
	Increase the number of days eligible for federal reimbursement by 10% over the 3,000 in the previous fiscal year. Outcome: Increase the amount of federal monies brought into the Department and the General Fund.	N/A	N/A
	Establish and maintain client data files necessary for Title IV-A Revenue Generation Project by adding 1.0 FTE Management Assistant and computer equipment. Outcome: A audit trail and database necessary to support Administration Division's collection of \$1.6 million in new non-General Fund revenues.	N/A	N/A
	Implement new services by funding additional community-based programs and hiring 5.0 FTE Senior Probation Officers to work within these new programs. Outcome: Reduction in the factors leading to recidivism among youth who are serious repeat offenders, need intensive home supervision while on probation, have graduated from Log Cabin Ranch, or require the structure of day treatment while on probation.	N/A	N/A

4/21/94

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation Program: Probation Services

Impact of Funding Adjustments:

1993-94 Funding Level: \$5,600,784

% 1993-94 \$ Amount Impact

0% \$0 The Department would cease to provide any services to public in violation of state law.

Impact

- 1 Liability with the state for failure to provide a mandated program;
- 2 The City being held in contempt by the Superior Court for failing to provide a mandated program;
- 3 Failure to investigate and pursue prosecution by the District Attorney of juvenile law violators;
- 4 Failure to provide secure detention for juvenile offenders who present a threat to the community.

80% \$4,480,627 A budget at 80% would result in the loss of 35 FTE positions.
(1,120,157)

Impact

- 1 The Department would cease to provide supervision services to 100% of the wards placed on probation in their homes by the Court.

This would be accomplished by "banking" cases of minors placed on probation by the Court. They would only receive services if they reoffended and those services would consist of investigating and dealing with the new offense.

Violates Sections 654, 727, 777 W&I Code which mandate supervision and appropriate sanctions for specified offenses for which a minor is on probation.

- 2 The Department would cease to provide post-probation services.

Violates Section 781 W&I Code which mandates that the Probation Officer provide for the sealing of records.

Department: Juvenile Probation
Program: Probation Services

Impact of Funding Adjustments:

1993-94 Funding Level: \$5,600,784

% 1993-94 \$ Amount Impact

- 3 The Department would cease to provide services to 75% of youth placed out of their homes by the Court.

Violates Section 727 W&I which mandates that minors in out-of-home placement are the sole responsibility of probation. The number of children in this population would have to be reduced, if the Courts are in agreement, as all youth in out of home placement are there by order of the Court. This reduction in the workforce would mean that minors removed from their homes, would not be seen monthly, as now required by the State Department of Social Services and Department policy. Failure to regularly visit youth removed from their home carries a high risk of liability to the City.
- 4 The Department would cease providing liaison and monitoring services to community-based agencies with whom it contracts.

This loss of staff would result in failure to hold community-based agencies accountable for services they are contracted and paid to provide.
- 5 The Department would be unable to pursue and process Federal Entitlement monies (IV-A and IV-E) for lack of staffing.

Additionally, since Title IV-E monies are based on services provided by probation staff, a cut of 35 FTE positions would result in the loss of approximately 50% of these funds (potentially \$2,000,000).
- 6 The Department would not be able to enter into a collaborative effort with the SFPD to develop a Serious Repeat Offender Program, as requested in the budget.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation Program: Probation Services

Impact of Funding Adjustments:

1993-94 Funding Level: \$5,600,784

% 1993-94 \$ Amount Impact

95% \$5,320,745 A budget at 95% would result in the loss of 9 FTE positions.
(280,039)

Impact

The Department would cease to provide supervision services to 50% of wards placed on probation.
Violates sections 754, 727, 777 W&I Code which mandate supervision and appropriate sanctions for specified offenses for which a minor is on probation.

110% \$6,160,862 A budget at 110% would result in the gain of 18 FTE positions.

560,078

Impact

The Department would be able to hire staff for the following services:

- 1 Develop an early intervention model to divert youth from future delinquent activity.
- 2 Develop a day treatment center in conjunction with the SFUSD, DSS, Public and Mental Health.
- 3 Hire staff to provide probation services to secure facility for high-risk youth in the community.
- 4 Hire additional staff to aggressively pursue Federal and other funding.

Sub-program Descriptions and Costs

Department: Juvenile Probation
Program: Administration

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Buildings and Grounds	13	737,079	13	\$755,404
Responsible for the maintenance and custodial services for the Administration Building and general supervision of the Department's Building and Grounds staff.				
Accounting Office	8	333,587	8	336,707
Responsible for accounts payable, accounts receivable, purchasing and stores, and general fiscal management.				
Payroll & Personnel	9	310,285	9	331,590
Responsible for all personnel and payroll matters, switchboard, and stenographic services.				
Department Administration	12	680,380	12	825,247
Responsible for overall Department Administration. Includes the Juvenile Probation Commission.				
Management Information Services	3	490,095	3	510,050
Maintains the WANG computer system and develops and implements automated solutions for the Department.				
Revenue Generation	1	56,698	2	86,551
Develops, implements, and manages revenue generation projects in conjunction with the Probation Services Program.				
Total	46	\$2,608,124	47	\$2,845,549

4/15/94

Performance Measures and Objectives by Sub-program

Department: Juvenile Probation

Program: Administration

Sub-programs ranked by department:

Objectives/Performance Measures:

1992-93

1993-94

1 Building & Grounds

Establish a preventive maintenance program. Outcome: Meet requirements for preventive maintenance stipulated in the Youth Law Center Lawsuit Settlement Agreement.

N/A

N/A

2 Accounting Office

Maintain adequate inventory levels and conservative re-order points for Juvenile Hall and Log Cabin Ranch materials and supplies. Outcome: No shortages of materials and supplies essential to the health, safety or hygiene of youth and staff will occur.

N/A

N/A

Process and submit to the Controller 95% of invoices received in a given month by the end of the following month. Outcome: No deliveries of critical supplies (e.g., food) will be delayed or cancelled by a vendor due to late processing by Juvenile Probation.

85%

90%

3 Payroll & Personnel

Establish an automated personnel position control database.

N/A

N/A

Outcome: Reduce frequency and duration of staffing shortages and improve monitoring of Departmental compliance with Affirmative Action goals and Americans with Disabilities Act requirements.

Maintain weekly collection of employee time reports and ongoing time report review, correction, and data entry. Outcome: Assure accurate and timely paychecks to all staff.

N/A

N/A

4 Department Administration

Implement conditions of settlement with the Youth Law Center requiring Juvenile Hall improvements in staffing, training, youth programming, and conditions of confinement. Outcome: Maintain compliance with the Youth Law Center lawsuit settlement.

N/A

N/A

Performance Measures and Objectives by Sub-program

Department: Juvenile Probation

Program: Administration

<i>Sub-programs ranked by department:</i>	<i>Objectives/Performance Measures:</i>	<u>1992-93</u>	<u>1993-94</u>
5 Management Information Systems	Increase number of offender-based MIS reports by 5%. Outcome: More statistical data available for program evaluation, grant applications, processing of court cases, and management decisions.	200	210
6 Revenue Generation	Implement Title IV-A Revenue Generation Project by adding 1.0 FTE Administrative Analyst and a Local Area Network. Outcome: Generation of \$1.6 million in non-General Fund revenue.	N/A	N/A

4/21/94

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level:

\$2,771,040

% 1993-94

\$ Amount

Impact

0%

\$0 The Juvenile Probation Department would cease to function.

Impact

The Juvenile Probation Department would be without overall Department Administration to administer the entire Department. This would result in overall chaos in running both detention facilities along with the Probation Services. The following list highlights some of the mayor pitfalls:

- 1 Bills would not be paid, forcing food vendors to stop supplying food to both detention facilities. Besides the youths not having any food to eat, the Department, City and County would be subject to lawsuits.
- 2 Revenue generation efforts would cease to exist and the Department, City and County would lose almost 5 million dollars in revenue for FY 1994-95.
- 3 Probation Services would no longer have on line access to any of their case files. Without access to these files, Probation Services would find it impossible to perform any of their current functions. Again, the Department, City and County would be subject to a variety of lawsuits.
- 4 The facilities would no longer be safe or secure if the Building & Grounds Department was eliminated. The Building & Grounds Department is responsible for ensuring the facility is in safe and secure working order. Without their services, the facilities would become unusable. The Department would not be able to house any youths in their facility.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level: \$2,771,040

% 1993-94	\$ Amount	Impact
80%	\$2,216,832	The Department would no longer be able to generate revenue or have access to any of its files on youths.
	(544,208)	
		1 Eliminate 2 Transcriber positions. Court documents would not be ready in time for Court dates. Cases for youths would be thrown out of Court since the accompanying documentation was not available at the time the Court convened. Serious repeat offenders and violent youths could potentially be released back into the community where they may continue to be a threat to society. If this occurs, the Department, City and County may be subject to lawsuits.
		2 Eliminate one Administrative Analyst position along with the computer equipment necessary for the Department to generate revenue. The Department would lose the opportunity to collect almost 5 million dollars of revenue.
		3 Eliminate data processing and word processing equipment maintenance, and work order to the Police Department. These items allow the Department to access youths' files. Without this access, Probation Services would not be able to effectively handle its caseload. Probation Services would probably cease all functions.
		4 Eliminate one Utility Worker and Stationary Engineer. Without these positions, the facilities would not be maintained to an acceptable standard to meet current fire, health, and safety codes. The Department would be subject to lawsuits.

5 Personnel would not be paid. Elimination of the Personnel & Payroll services would ensure that no employees would be available for work. If they are not being paid, they would not be attending work; in which case, all of the Department's facilities would have to be shut down.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level:

% 1993-94

\$ Amount

Impact

\$2,771,040

- 5 Eliminate Professional Contracts. The Department would no longer be able to have psychological testing on potential employees. The Department may end up hiring employees who are not suitable to work in the detention facilities and who may be a potential threat to the well being of both youths in detention and fellow employees.

95% \$2,632,488 The Department will not be able to produce Court documents on time, and efforts to expand the (138,552) Juvenile Justice Information System will be abandoned.

Impact

The impact of this reduction would be as follows:

- 1 Eliminate 2 Transcriber positions. Court documents would not be ready in time for Court dates. Cases for youths would be thrown out of Court since the accompanying documentation was not available at the time the Court convened. Serious repeat offenders and violent youths could be potentially released back into the community where they may continue to be a threat to society. If this occurs, the Department, City and County may be subject to lawsuits.
- 2 Abandon implementation of Juvenile Justice Information System. Currently, the Department is in the second of three phases in the implementation of a Juvenile Justice Information System. The system cannot be used until all three phases have been implemented. If the project is abandoned at this point, the City and County would lose its investment in this project. The system has EISPC approval for all three phases. The system will allow for wider access to juvenile information by several departments including the Police Department. This project coincides with the City and County's efforts to unite Departments in the sharing of vital juvenile information to aid public safety departments in their mutual goal of increasing public safety.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level: \$2,771,040

<u>% 1993-94</u>	<u>\$ Amount</u>	<u>Impact</u>
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110%	\$3,048,144	The additional funds would allow the Department to operate at a standard level of operations.
	277,104	

Impact

- 1 One Gardener position. Due to budget cuts in the preceding years, all of the Gardener positions have been previously eliminated. The Department has to rely on volunteers to perform critical gardening functions to meet fire regulations. The addition of a Gardener would allow the Department to ensure that it meets fire regulations as well as performing other necessary gardening functions.
- 2 One Employee Relations Specialist. Currently, the Department has only a Senior Management Assistant performing all of the necessary personnel functions for the Department. The Department has close to 300 employees. The Department is also heavily unionized and involved with several employee lawsuits. With the aid of an Employee Relations Specialist, the Department would be in better shape to handle its overwhelming personnel issues. The Department would also be able to reduce its position vacancy rate.
- 3 One Stationary Engineer and one Utility Worker. Currently, there is no preventative maintenance being performed at the Youth Guidance Center. The additional funds would be used to begin a preventative maintenance program which would reduce the likelihood of costly major repair work.
- 4 Purchase 20 Personal Computers. The PCs would allow more personnel to access critical information in a timely manner. The PCs provide an alternative to expanding the overall Department payroll.
- 5 Replace Business Office Car. The current Business Office Car has over 220,000 miles. The car is constantly in the shop or out of service. If the Department replaced this vehicle, it would eliminate further costly repairs and provide transportation for administrative personnel.

Sub-program Descriptions and Costs

**Department: Juvenile Probation
Department: Juvenile Hall**

Sub-programs ranked by department:		1993-94		1994-95	
Description		FTE	Cost	FTE	Cost
Detention Services-Supervision	Supervise detained youth on a 24-hour, seven days per week basis.	84	\$5,518,102	115	\$7,278,290
Detention Services-Building and Grounds	Responsible for building maintenance and custodial services for Juvenile Hall.	13	578,159	16	650,168
Food Services	Prepare and serve meals to detained youth.	7	319,008	7	352,769
Laundry Services	Responsible for cleaning detained youths' clothing and linen.	3	69,575	3	71,887
Detention Services-Clerical	Provides clerical support to Juvenile Hall Management and Admissions Office.	4	159,433	4	166,082
Total		111	\$6,644,277	145	\$8,519,196

4/21/94

Performance Measures and Objectives by Sub-program

Department: Juvenile Probation
Program: Juvenile Hall

Sub-programs ranked by department: Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
1 Detention Services		
Re-open one detention unit by hiring and training 12.6 FTE counseling staff and purchasing necessary equipment, materials, and supplies. Outcome: Achieve compliance with California Youth Authority regulations and the Youth Lawsuit settlement agreement by reducing overcrowding, providing fully trained full-time staff to supervise youth, and properly equipping the unit.	N/A	N/A
Provide training for all permanent and provisional staff and juveniles in violence prevention and mediation. Outcome: Increase safety conditions and reduce Worker's Comp, Assault Pay, and lawsuit liability.	N/A	N/A
Control flow of people and materials in and out of Juvenile Hall by hiring 12.6 FTE Buildings and Grounds Patrol Officers. Outcome: Increase public and employee safety by decreasing the number of escapes from the Hall and the amount of contraband smuggled into the Hall.	N/A	N/A
Provide adequate supervision of youth both on and off the units by hiring 4.0 FTE Counselors for third post coverage. Outcome: Achieve compliance with the Youth Law Center lawsuit settlement agreement, increase safety conditions and reduce Worker's Comp, Assault Pay, and lawsuit liability.	N/A	N/A
Provide security and supervision of youth in the Special Education and Assessment Center by hiring 2.0 FTE Counselors. Outcome: Achieve compliance with federal and state education regulations and reduce class cancellations due to inadequate staffing to supervise youth in the Center.	N/A	N/A
2 Buildings & Grounds		
Complete 95% of all deferred and unfinished facility maintenance and repair projects and establish a preventive maintenance program by hiring 2.0 FTE Institutional Utility Workers. Outcome: Achieve compliance with state and local building safety codes, California Occupational Safety and Health Standards, and the Youth Law Center lawsuit settlement agreement requirement for preventive maintenance of all operable equipment and building systems.	N/A	N/A

Performance Measures and Objectives by Sub-program

Department: Juvenile Probation
Program: Juvenile Hall

Sub-programs ranked by department: Objectives/Performance Measures:

		<u>1992-93</u>	<u>1993-94</u>
3 Food Services	Implement an automated menu planning system. Outcome: Achieve 100% compliance with CYA certification standards for food service and reduce costs due to waste and poor food inventory control.	N/A	N/A
4 Laundry Services	Laundry Services will achieve/maintain 100% compliance with the Health and Sanitation Code. Outcome: Maintain compliance with the Youth Law Center Lawsuit Agreement.	N/A	N/A
5 Detention Services - Clerical	Hire two Secretary I staffpersons to handle clerical workload, which is currently handled by Counselors.	N/A	N/A

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Juvenile Hall

Impact of Funding Adjustments:

1993-94 Funding Level:

% 1993-94	\$ Amount	Impact
0%	\$0	The Department would discontinue providing Juvenile Hall services.

Impact

1 Chronic overcrowding may continue in violation of 1) California Youth Authority licensing regulation, 2) the Youth Law Center Lawsuit settlement agreement, and 3) The American Correctional Association Accreditation standards.

2 No facilities in which to house youth pretrial. Youth would be arrested and sent home.

80%

\$5,315,422 The Department would delete the costs associated with the new unit, the sixth unit, and for the (1,328,855) Building & Griybdts Patrol.

Impact

1 The quality of life and conditions of confinement would deteriorate.

2 Key control and contraband control will be difficult to manage.

3 Perimeter security will be difficult to maintain.

4 Chronic overcrowding may continue in violation of 1) California Youth Authority licensing regulation, 2) the Youth Law Center Lawsuit settlement agreement, and 3) The American Correctional Association Accreditation standards.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation Program: Juvenile Hall

Impact of Funding Adjustments:

1993-94 Funding Level:

% 1993-94 \$ Amount Impact

95% \$6,312,063 The Department would delete Buildings & Grounds Patrol.

(332,214)

Impact

1 Key control and contraband control will be difficult to manage.

2 Perimeter security will be difficult to maintain.

110%

\$7,308,705 The Department would add the following: An emergency response team, two Institutional Utility Worker
664,428 positions, one 1446 Secretary II position, and one 3284 Recreation Director position.

Impact

1 A specialized emergency response team will increase the effectiveness with which critical incidents are managed, reduce the rate of injury to counselors and juveniles and assure greater protection for the community.

2 Institutional Utility Workers will assure improved levels of cleanliness and sanitation and ensure that child supervision staff will not be diverted from supervising minors. This will facilitate compliance with Youth Law Center Settlement Agreement, the California Youth Authority certification requirement, the Department of Justice standards, and the American Correctional Association's Accreditation standards.

3 Because the Director of Juvenile Hall does not have a secretary, it is almost impossible for the institution to implement the monitoring and record-keeping functions necessary to demonstrate compliance with the Youth Law Center Settlement Agreement, the California Youth Authority certification requirements, and the American Correctional Association accreditation standards.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Juvenile Hall

Impact of Funding Adjustments:

1993-94 Funding Level:

% 1993-94	\$ Amount	Impact
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- | | |
|---|---|
| 4 | Juvenile Hall currently has only one Recreation Director and one Counselor position designated to ensure that juveniles on detention receive mandated exercise. National standards (American Correctional Association) require that "There should be at least one recreation worker for each 15 juveniles during recreation period." This would indicate a need for at least one recreation worker for each of the six units. |
|---|---|

Sub-program Descriptions and Costs

Department: Juvenile Probation
Program: Log Cabin Ranch

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Detention Services-Supervision Supervise detained youth on a 24 hour, 7 days per week basis.	21	\$1,529,185	21	\$1,894,058
Food Services Prepare and serve meals to detained youth.	3	218,455	3	208,808
Building and Grounds Responsible for building maintenance and custodial services for Log Cabin Ranch.	2	145,637	3	249,308
Total	26	\$1,893,277	27	\$2,352,174

4/15/94

Performance Measures and Objectives by Sub-program

Department: Juvenile Probation

Program: Log Cabin Ranch

<i>Sub-programs ranked by department:</i>	<i>Objectives/Performance Measures:</i>	
	1992-93	1993-94
1 Detention Services		
Assist Probation Services Division's implementation of the Community Aftercare portion of the Juvenile Offender Local Prevention and Corrections Act. Outcome: Graduates from Log Cabin are prepared for transition into structured and supportive Community Aftercare program.	N/A	N/A
Assist Probation Services Division in implementing the bootcamp portion of the Juvenile Offender Local Prevention and Corrections Act. Outcome: Residents are prepared for entry into Camp Challenge, wherein they learn and practice social and problem solving skills in a physically demanding setting.	N/A	N/A
Maintain culturally sensitive programming for residents, including academic study, vocational training, group therapy, and specialized Commitment of Offense, Teen Fathers, and Career Development groups. Outcome: Youth learn legitimate and socially productive pathways to adulthood.	N/A	N/A
2 Buildings & Grounds		
Improve maintenance and operation of the fresh water pump station, water filtration plant, wastewater treatment plant, Hidden Valley Ranch facility, and Log Cabin buildings by replacing unreliable and damaged pick-up truck. Outcome: Eliminate excessive vehicle repair costs and vehicle downtime and assure daily maintenance of physical plant operations throughout the 610-acre Log Cabin Ranch complex.	N/A	N/A
Improve monitoring of drinking water potability and wastewater management by installing water filters, increasing frequency of lab testing of water samples, and hiring one additional Stationary Engineer who is state-certified in both water and wastewater treatment. Outcome: Assure safe drinking water supply and achieve compliance with Title 17 of the California Health and Safety Code and with State Regional Water Control Board requirements.	N/A	N/A

Performance Measures and Objectives by Sub-program

3 Food Services

Prepare School Nutrition Program reports on a timely basis. Outcome: Donated commodities are received for every donation period throughout the year.

N/A

N/A

Implement an automated menu planning system. Outcome: Achieve 100% compliance with CYA certification standards for food service and reduce costs due to waste and poor food inventory control.

N/A

N/A

4 Laundry Services

Laundry Services will achieve/maintain 100% compliance with the Health and Safety Code. Outcome: Maintain compliance with the Youth Law Center Lawsuit Agreement.

N/A

N/A

5 Detention Services - Clerical

Hire two Secretary I positions to handle clerical workload, which is currently be accomplished by counselors. Outcome: Counselors 2 will be free to supervise youths.

N/A

N/A

5/2/94

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Log Cabin Ranch

Impact of Funding Adjustments:

1993-94 Funding Level: \$1,893,277

% 1993-94 \$ Amount Impact

0% \$0 The Department would close Log Cabin Ranch.

Impact

The Department would no longer be able to offer a long-term detention facility for the Courts. Youths, requiring long-term detention, would be shipped to C.Y.A. facilities throughout the State. Since these facilities cost substantially more to house a youth than Log Cabin Ranch, the Department would incur a significant increase in its operating cost.

80%

\$1,514,622 Log Cabin Ranch would be forced to eliminate both Camp Challenge and Aftercare programs.
(378,655)

Impact

1 At this level of funding, Log Cabin Ranch would need to eliminate Counselor positions associated with the Camp Challenge and Aftercare programs. These programs are currently funded by AB 799 funding. If LCR cannot provide the staff necessary to staff these programs, the Department would be forced to give up its AB799 funding. AB799 is projected to provide \$310,000 of revenue for the Department in FY 1994-95.

2 In addition, one Stationary Engineer position would be eliminated along with 5 water filtration units. Without the engineer, many of the daily maintenance activities would no longer be performed, resulting in an unsafe and rundown facility. LCR would increase its chances of violating health, fire, and safety regulations. If LCR does not receive the water filtration units, the Ranch's water supply will be in danger of becoming unsuitable for drinking. Again, LCR would be increasing its chances of violating numerous Health Department regulations.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Log Cabin Ranch

Impact of Funding Adjustments:

1993-94 Funding Level: \$1,893,277

% 1993-94 \$ Amount Impact

- 3 Also, the purchase of a new 4-wheel drive truck would be eliminated. The truck would have been used for road repairs, stump removal, general hauling, and transportation to remote parts of the property. Currently, the Stationary Engineer has difficulty in accessing the main water pumping station at LCR. This station is located on a creek at the bottom of a steep ravine. In case of emergency, LCR employees have to be able to access the generator at the pump station to ensure water supply for the Ranch.

95% \$1,798,613 LCR would be in violation of Health, Fire, and Safety regulations.

(94,644)

Impact

One Stationary Engineer position would be eliminated along with five water filtration units. Without the engineer, many of the daily maintenance activities would no longer be performed, resulting in an unsafe and run-down facility. LCR would increase its chances of violating health, fire, and safety regulations. If LCR does not receive the water filtration units, the Ranch's water supply will be in danger of becoming unsuitable for drinking. Again, LCR would be increasing its chances of violating numerous Health Department regulations.

In addition, the purchase of a new 4-wheel drive truck would be eliminated. The truck would have been used for road repairs, stump removal, general hauling, and transportation to remote parts of the property. Currently, the Stationary Engineer has difficulty in accessing the main water pumping station at LCR. This station is located on a creek at the bottom of a steep ravine. In case of emergency, LCR employees have to be able to access the generator at the pump station to ensure a water supply for the Ranch.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Log Cabin Ranch

Impact of Funding Adjustments:

1993-94 Funding Level: \$1,893,277

% 1993-94 \$ Amount Impact

110% \$2,082,615 LCR would implement a T-Shirt Business run by the residents, as well as undertaking new maintenance projects.
189,328

Additional funds would be used for the following items:

- 1 Resod the recreation field. Currently, the recreation field cannot be used for recreational sports since it is filled with gopher holes, pot holes, and weeds. The field needs to be completed resodded before it can be used for recreational purposes. Recreational sports are an item listed in the Youth Law Center Settlement Agreement as a required item. Without the use of this field, youths are restricted to an asphalt surface for their current recreational activities.
- 2 Purchase recreational equipment. Currently, there is not enough recreational equipment for the youths to use and what little equipment is available, is in poor shape.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Log Cabin Ranch

Impact of Funding Adjustments:

1993-94 Funding Level: \$1,893,277

% 1993-94 \$ Amount Impact

- 3 Overhaul the Swimming Pool Filtration System. Currently, this system is not providing the pool with the proper water filtration. Without the proper water filtration, the Health Department may declare the pool off limits because of the poor water purity.
- 4 Purchase of new dormitory lockers. The dormitory lockers are in poor condition and need to be replaced in order to give the youths proper storage for their belongings.
- 5 Fund additional maintenance and painting projects. Currently, there is no preventative maintenance being performed at LCR. The additional funds would be used to begin a preventative maintenance program which would reduce the likelihood of costly major repair work. The funds would also provide the means for painting a portion of the facility. New paint provides protection to the outside surfaces of the building, thus avoiding future wear and tear on the facility.
- 6 Start a T-Shirt Business for the detainees. The T-Shirt Business would provide the youths with an opportunity for employment as well as a vehicle for learning how to operate a small business. In addition to its rehabilitative aspects, it would give the youths vocational skills necessary for them to gain employment once they leave the Ranch. If the youths are able to find employment after their stay at the Ranch, their chance of recidivism greatly decreases.

Sub-program Descriptions and Costs

Department: Juvenile Probation
Program: Children's Baseline

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
Community Programs	This Program is primarily responsible for the expansion of the Department's continuum of services plan for youth and for the development, processing, negotiation, preparation, and monitoring of all community based contracts.	4	\$1,427,329	9	\$1,725,007
Vocational Programs	This Program serves youth on probation between the ages of 16-18. Three months of basic computer literacy and job preparedness is provided.	3	160,536	3	177,916
Total		7	\$1,587,865	12	\$1,902,923

4/15/94

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Children's Baseline

Impact of Funding Adjustments:

1993-94 Funding Level:

% 1993-94

\$ Amount

\$1,587,865

Impact

Impact

- 1 No formal evaluation of programs in regards to quality effectiveness and cost.
- 2 No system for management, staff, youth and agency feedback.

- 3 No agency accountability to the funding source.

- 4 No analysis of interventions and program methodology resulting in the Department not developing realistic process and outcome objectives for programs serving our youth.

110% \$1,746,652 Service enhancements and the development of new programs.

158,787

Impact

- 1 Provide additional services to parents. Additional funding would allow us to expand our services for parents. These services would provide a base of support for parents as their youth go through the system.
- 2 Provide technical support for the smaller contractors. The Department would enhance training in areas where these agencies need assistance, e.g. contract compliance, reporting standards, report writing, service plans, assessments, program development.
- 3 Expand the vocation program to accept more youth in its basic computer literacy project, hire more youth at Log Cabin Ranch and develop an entrepreneurial, youth-owned, business.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation
Program: Children's Baseline

Impact of Funding Adjustments:

1993-94 Funding Level:

\$1,587,865

% 1993-94 \$ Amount

Impact

0%

\$0

The Department would not be able to provide alternatives to detention for youth, services for status offender youth, parenting support services, vocational services, or contract with community based agencies for neighborhood based services to youth.

Impact

- 1 No community support services for youth.
- 2 A dramatic increase in the number of youth in detention for non-violent offenses resulting in safety and security risks for staff and youth; therefore, the Department could not respond appropriately to the conditions of the Youth Law Center (YLC) law suit.
- 3 Due to a lack of services from community programs (i.e. shelter and intake for status offenders, home detention, mentorship, pre-placement shelter services, peer counseling, parenting support, vocational and job training, basic computer literacy training, intensive home based supervision), there would be an increase in the rate of recidivism.
- 4 Both ethnic minorities and gender specific issues would go unresolved and unaddressed without community programs.
- 5 The increased demand on the Department to provide evaluation of community programs would continue to go unanswered. There would be no measurable objectives for determining the effectiveness, or lack thereof, of interventions.
- 6 The opportunity to impact early prevention services in the community would be lost.

Impact of Funding Adjustments and Recommendations

Department: Juvenile Probation

Program: Children's Baseline

Impact of Funding Adjustments:

1993-94 Funding Level:

\$1,587,865

% 1993-94

\$ Amount

Impact

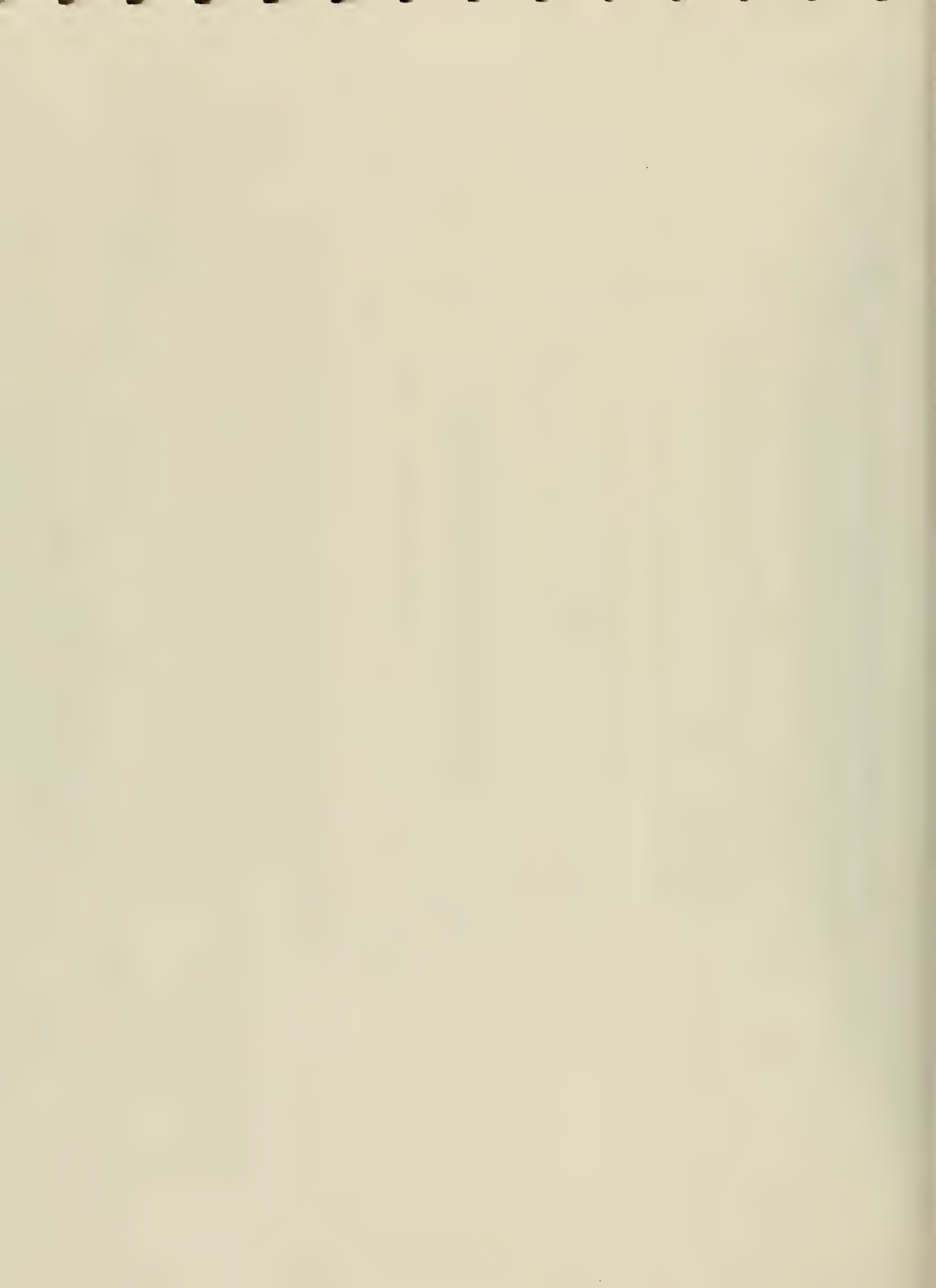
80% \$1,270,292 Eliminate the contracts providing home detention services, pre-placement shelter services, and contract evaluation services.
(317,573)

Impact

- 1 More youth would be detained and overcrowding in the Hall would occur.
- 2 If the Court ordered home detention, the Department would be in contempt because it would not have the staff needed to provide Court-ordered home detention.
- 3 A decrease in family counseling for families of youth awaiting placement and awaiting Court hearings.
- 4 An increase in the likelihood of runaways from group homes, due to a lack of counseling and preparation of youth for long-term group home placement.
- 5 Lack of evaluation raises issues regarding the quality and effectiveness of services.
- 6 No system for management, staff, youth and agency feedback.
- 7 No agency accountability to the funding source.
- 8 No analysis of interventions and program methodology, resulting in the Department not developing realistic process and outcome objectives for programs serving our youth.

95%

\$1,508,472 The elimination of the evaluation and monitoring services for community-based programs.
(79,393)



DEPARTMENT: Public Library

Overview

The Budget Analyst has identified the following seven programs in the Public Library: (1) Main Library, (2) Branch Libraries, (3) Technical Services, (4) Automation, (5) Support Services, (6) Administration and (7) Children's Budget. An organization chart is attached for further reference. However, for purposes of comparison with the Public Library's budget, we show combined totals for Technical Services/Automation and Support Services/Administration.

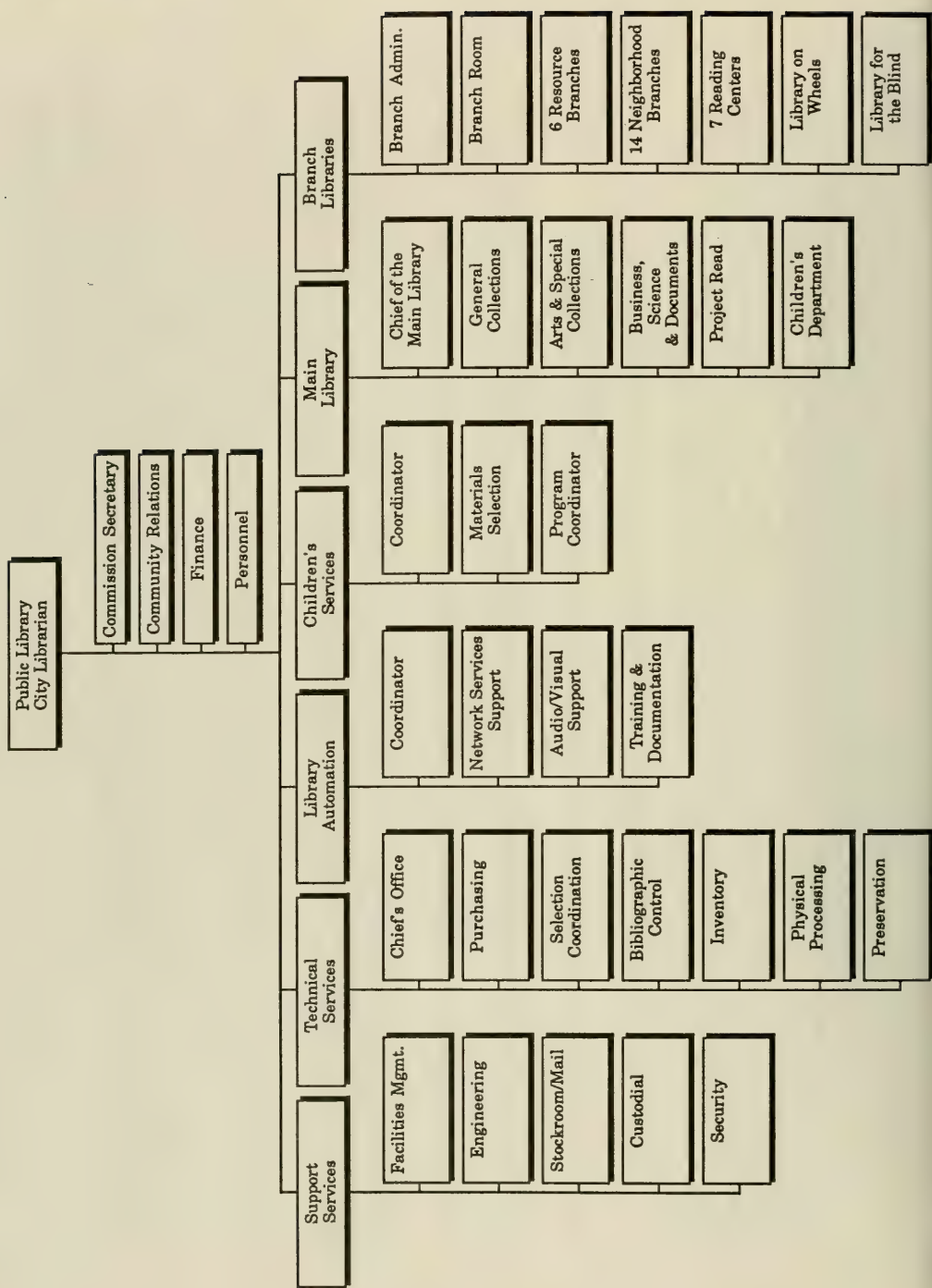
There are no significant changes in the Public Library's proposed FY 1994-95 budget as compared with the FY 1993-94 budget. The Public Library has complied with the Mayor's proposed \$452,000 reduction in their FY 1994-95 budget by adjusting the amount budgeted for salary savings.

Overall, the proposed recommendations include a total of \$222,692 annual savings from the elimination of three positions and a new downward classification in Administration, \$236,755 annual savings through contracting out custodial and security services in Support Services and \$237,944 of annual additional revenues by hiring a collection agency to recover outstanding fines and implementing a fee-for-service electronic online system for FY 1994-95. The revenue enhancement initiatives were developed by the City Librarian and have been approved in concept by the Library Commission.

In addition to these recommendations, the Budget Analyst has included the following major policy options for consideration by the Board of Supervisors:

- Increase overdue fines for adults and seniors, institute fines for children and eliminate the \$5 maximum for fines - estimated \$60,000 additional annual revenue.
- Close Branch Libraries, based on levels of use, extent of resources, population and geographic proximity to alternative Branches - up to \$828,870 savings annually.
- Transfer funding of dedicated children's services from the General Fund to the Children's Fund - \$343,435 annual savings.

However, it should be noted that Proposition E, based on an initiative petition, has been placed on the June 7, 1994 City ballot. Proposition E would require the City to establish a Library Preservation Fund, to maintain funding for the Public Library at a level no lower than the amount provided in FY 1992-93 and to keep the Main Library and all 26 Branch Libraries open for a specified minimum number of hours per week. Since Proposition E does not identify additional revenues to fund this increase in services, other City department's spending would have to be reduced or new revenues found to fund these increased Public Library services. The Controller estimates that Proposition E would result in a total funding commitment for the Public Library of approximately \$34 million in FY 1994-95, with this amount escalating in future years. This estimated \$34 million under Proposition E, is in comparison with the currently proposed FY 1994-95 Library budget of \$20.8 million, or an increase of \$13.2 million.



Department Summary

Department: PUBLIC LIBRARY

Mission Statement:

- Serve all members of community
- Resource for children, scholars, entrepreneurs and readers of all ages
- Provide free and equal access to information, knowledge, independent learning and the joys of reading
- Provide service through 26 Branches and Main Library

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	General Fund		Net	
	FTE	Costs	Revenues	Grant & Foundation Funds*
1 Main Library	123	\$4,932,972	\$0	\$4,932,972
2 Branch Libraries	109	\$5,512,576	\$0	\$5,512,576
3 Technical Svcs/Automation	40	\$3,815,374	\$0	\$3,815,374
4 Support Svcs/Administration	54	\$3,236,373	\$594,421	\$2,641,952
5 Children's Budget	59	\$3,077,316	\$0	\$3,077,316
TOTAL	385	\$20,574,611	\$594,421	\$19,980,190
				\$943,436

1994-95

	1994-95 General Fund Expenditures			1994-95 Program Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Main Library	\$5,176,951	\$5,176,951	\$5,176,951	\$0	\$0	\$0
2 Branch Libraries	\$5,426,158	\$5,426,158	\$5,426,158	\$0	\$0	\$0
3 Technical Svcs/Automation	\$3,812,825	\$3,812,825	\$3,812,825	\$0	\$0	\$0
4 Support Svcs/Administration	\$3,151,245	\$2,628,598	\$2,691,798	\$594,421	\$832,365	\$832,365
5 Children's Budget	\$3,275,010	\$3,275,010	\$3,275,010	\$0	\$0	\$0
TOTAL	\$20,842,189	\$20,319,542	\$20,382,742	\$594,421	\$832,365	\$832,365

* These funds support specific activities beyond General Fund Library Services. Totals do not include approximately \$2.7 million that has been awarded or donated to the Public Library in FY 1993-94 for the new Main Library, renovation of the Mission and Chinatown Branches, and other capital expenses.

Program: Main

Sub-programs ranked by department:

Sub-programs ranked by department:									
Description		FTE	Gen. Fund	Chldn's Amdt. *	Other**	FTE	Gen. Fund	Chldn's Amdt.	Other**
1	Chief of the Main Library Budgets, plans, staffs, prepares reports for Main. Staffs offsite storage, substitute pool, circulation & registration	30.50	\$1,201,067			30.50	\$1,238,142		
2	General Collections Provides lending materials, gen. info. & ref. Humanities & Soc. Sci. ref., inter-lib. loan & reserves, gen. periodical, directory & newspaper svcs., shelving, paging, catalog assist.	43.37	\$1,865,377		\$299,461	43.37	\$1,924,494		\$463,633
3	Arts & Special Collections Provides reference materials on art, music, media, S.F. History, calligraphy, wit & humor.	23.80	\$1,045,998		\$186,793	23.80	\$1,078,770		\$118,326
4	Business, Science & Documents Provides reference materials; gov't depository library.	21.00	\$988,434			21.00	\$1,023,194		
5	Project Read Administers Citywide literacy tutoring; trains volunteer tutors.	4.70	\$80,397		\$124,862	4.70	\$82,807		\$24,601
6	Children's Department Provides materials for children to age 13; serves Tenderloin/ citywide.	11.80	\$16,728	\$459,626		11.80	\$16,728	\$461,891	
LESS Salary Savings		135.17	\$265,029			135.17	\$187,184		
TOTAL		135.17	\$4,932,972	\$459,626	\$611,116	135.17	\$5,176,951	\$461,891	\$606,560
Children's Baseline FTEs		11.80							
Temporary FTEs		26.77							
Net General Fund FT/Perm. FTEs		96.60							

*Costs incurred at the Main Library but included in the Children's Baseline are shown here for informational purposes.

** This includes programs funded by Federal, State and S.F. Library Foundation grants, supporting a Telephone Information Program, an S.F. African American History Network, a Resource Collection for Learning Differences, and Project Read. Does not project FY 1994-95 grant funds that have not yet been awarded. Federal and State grant funds for Project Read expected to be cut by 80% in FY 1994-95. Library expects to replace grant funds with private donations.

Performance Measures and Objectives by Sub-program

Department: Library
Program: Main Library

Sub-programs ranked by dept:

Objectives/Performance Measures:

Projected
1993-94

1 Chief of the Main	Number of publications circulated	1,422,628
	Library cards issued	19,216
	Number of books & publications shelved off-site	159,000
2 General Collections	Number of questions answered	739,250
	Number of materials shelved	941,533
3 Arts & Special Collections	Number of questions answered	85,149
	Number of materials shelved	138,869
4 Business, Science & Documents	Number of questions answered	263,050
	Number of materials shelved	304,400
5 Project Read	Number of questions answered	10,500
	Other patron contacts	7,146
6 Children's Department	Number of books circulated	71,131
	Number of questions answered	90,550
	Number of materials shelved	131,231

Impact of Funding Adjustments and Recommendations

Department: Library
Program: Main Library

Impact of Funding Adjustments:

1993-94 Funding Level: \$4932972

% 1993-94	\$ Amount	Impact
0%	\$0.00	Close the Main; eliminate all services.
80%	\$3,946,378 (\$986,594)	Eliminate 21.9 FTE staff positions; with the exception of a small popular collection, shift all circulating materials to the branches; close the 3rd floor.; move all newspapers and periodicals to the 2nd floor reading room and open stacks (Lending Library); designate research and special collections to appointment-only status; establish an information, reference-only adult center. A full service operation for children would continue.
95%	\$4,686,323 (\$246,649)	Eliminate 7 FTE staff positions and the outside circulation of all adult materials. The remaining services would be information, reference and limited research; in-house use of materials, patron registration and records management; and a full service children's department. This would also eliminate the Main's branch service to its surrounding communities. The major impact of this reduction is those circulating materials available at the Main only would need to be used in-house and due to limited reading room space few patrons would have access to those items.
110%	\$5,426,269	The Main would increase its public service hours by 17%, 47 to 55 hrs. per week, and continue to provide current levels of collections and programs. By adding 10.9 FTE to current staffing levels, the Main would add the much requested return of Sunday hours and one additional evening. (This does not include Security/Building Engineer/Janitor costs.)

Impact of Funding Adjustments and Recommendations

Department: Library

Program: Main Library

Budget Analyst comments: The Budget Analyst questions the elimination of outside circulation of all adult materials at both the 95 percent and 80 percent funding levels. This would represent a severe reduction in services to Main Library patrons, particularly residents of the Tenderloin, Hayes Valley and South of Market neighborhoods who use the Main as a branch library. However, Library administrators state that the Main Library is the only location where patrons have access to a high level of research and reference materials, so these reference services should receive the highest priority.

The configuration of the Main Library renders consolidation of services difficult, requiring relatively high staffing of sub-program areas. However, the new Main Library should provide an improved layout. Library administrators have formed a committee to plan staffing of the new Main Library. The Budget Analyst urges that this committee achieve a more efficient allocation of staff when the transition to the new Main Library occurs.

Department: LIBRARY
Program: Branch Libraries

Sub-progs. ranked by dept.:

	Description	1993-94			1994-95		
		FTE	Gen. Fund	Chldn's Amd.*	FTE	Gen. Fund	Chldn's Amd.
1 Branch Administration	Admin. branch system, budget, community. rel, planning, reports.	2.00	\$149,693		2.00	\$147,242	
TOTAL		2.00	\$149,693		2.00	\$147,242	
2 Chinatown	Resource Branch						
Adults		2.50	\$167,781		2.50	\$165,046	\$99,431
Children		1.50		\$98,943	1.50		\$94,369
Circulation		7.80	\$129,609	\$93,906	7.80	\$127,527	
Chinese & Vietnamese Svcs.		2.00	\$104,148		2.00	\$102,443	
TOTAL		13.80	\$401,538	\$192,849	13.80	\$395,016	\$193,800
3 Richmond	Resource Branch						
Adults		3.00	\$205,601		3.00	\$202,247	\$68,719
Children		2.00	\$61,123	\$68,382	2.00	\$60,122	\$72,751
Circulation		4.28	\$78,627	\$72,394	4.28	\$93,109	
Bilingual Chinese/Russian Svcs.		1.00	\$50,881		1.00	\$50,048	
TOTAL		10.28	\$396,232	\$140,776	10.28	\$405,526	\$141,470
4 Mission	Resource Branch						
Adults		2.00	\$137,219		2.00	\$134,984	
Children		2.00	\$61,123	\$61,123	2.00	\$60,122	\$61,424
Circulation		4.80	\$167,239	\$43,025	4.80	\$168,062	\$43,237
Spanish Services		2.00	\$111,407		2.00	\$109,583	
TOTAL		10.80	\$476,988	\$104,148	10.80	\$472,751	\$104,661
5 Sunset	Resource Branch						
Adults		3.00	\$198,342		3.00	\$195,107	\$99,431
Children		1.50		\$98,943	1.50		\$94,369
Circulation		2.00	\$112,463	\$93,906	2.00	\$110,585	\$305,692
TOTAL		6.50	\$310,805	\$192,849	6.50	\$305,692	\$193,800

Department: LIBRARY
Program: Branch Libraries

Sub-progs. ranked by dept.:

	Description	1993-94			1994-95		
		FTE	Gen. Fund	Chdn's Amd. *	FTE	Gen. Fund	Chdn's Amd.
6 Excelsior	Resource Branch						
Adults	2.00	\$144,479			2.00	\$142,126	
Children	1.50	\$30,561	\$61,123		1.50	\$30,061	\$61,424
Circulation	3.10	\$45,971	\$50,881		3.10	\$47,698	\$51,132
Other (Need explanation)	1.00	\$43,025			1.00	\$42,320	
TOTAL	7.60	\$264,036	\$112,004		7.60	\$262,205	\$112,556
7 West Portal	Resource Branch						
Adults	3.00	\$198,342			3.00	\$195,107	
Children	1.50		\$98,943		1.50		\$99,431
Circulation	5.05	\$57,309	\$50,881		5.05	\$55,787	\$51,132
TOTAL	9.55	\$255,651	\$149,824		9.55	\$250,894	\$150,563
8 Branch Room							
Communication & Delivery	Delivers Books To & Among Branches	4.50	\$226,797		4.50	\$223,090	
Information Services	Researches for Branches	1.50	\$75,582		1.50	\$74,743	
Open Hours	Backs up Branch Staff as Needed	4.00	\$168,007		4.00	\$165,256	
TOTAL		10.00	\$470,386	\$0	10.00	\$463,089	
9 Ortega	Neighbor. Branch						
Adults	2.00	\$130,225			2.00	\$128,105	
Children	1.00		\$61,123		1.00		\$61,424
Circulation	2.95	\$92,005	\$21,513		2.95	\$89,620	\$21,619
TOTAL	5.95	\$222,230	\$82,636		5.95	\$217,725	\$83,043
10 Marina	Neighbor. Branch						
Adults	1.00	\$130,225			1.00	\$128,105	
Children	1.00		\$61,123		1.00		\$61,424
Circulation	2.95	\$116,545			2.95	\$114,643	
TOTAL	4.95	\$246,770	\$61,123		4.95	\$242,748	\$61,424

Department: LIBRARY
Program: Branch Libraries

Sub-progs. ranked by dept.:		Description	1993-94		1994-95	
			FTE	Gen. Fund	FTE	Gen. Fund
				Chdn's Amd.*		Chdn's Amd.
11 Bayview/Ann E. Waden						
		Neighbor. Branch				
Adults	1.00			\$69,103	1.00	\$67,984
Children	1.00				1.00	
Circulation	1.75			\$73,372	1.75	\$74,101
TOTAL	3.75			\$142,475	3.75	\$142,085
12 Merced						
		Neighbor. Branch				
Adults	1.00			\$69,103	1.00	\$67,984
Children	1.00				1.00	
Circulation	2.55			\$29,883	2.55	\$28,761
TOTAL	4.55			\$98,986	4.55	\$96,745
13 Western Addition						
		Neighbor. Branch				
Adults	1.00			\$69,103	1.00	\$67,984
Children	1.00				1.00	
Circulation	2.00			\$87,926	2.00	\$78,959
Japanese Services	1.00			\$52,074	1.00	\$51,221
TOTAL	5.00			\$209,103	5.00	\$198,164
14 Anza						
		Neighbor. Branch				
Adults	1.00			\$69,103	1.00	\$67,984
Children	1.00			\$61,123	1.00	\$60,122
Circulation	2.00			\$79,941	2.00	\$77,458
TOTAL	4.00			\$210,167	4.00	\$205,564
15 Library on Wheels						
				\$0		
Adults	1.00			\$51,602	1.00	\$50,769
Children	0.00				0.00	
Circulation	0.40			\$20,993	0.40	\$20,656
TOTAL	1.40			\$72,595	1.40	\$71,425

Department: **LIBRARY**
Program: Branch Libraries

Sub-progs. ranked by dept.:			1993-94			1994-95		
			FTE	Gen. Fund	Chdn's Amd. *	FTE	Gen. Fund	Chdn's Amd.
16 Visitation Valley								
Reading Center								
Adults			1.00	\$56,474		1.00	\$55,562	
Children			0.50		\$30,561	0.50		\$30,712
Circulation			0.55	\$38,956		0.55	\$42,165	
TOTAL			2.05	\$95,430	\$30,561	2.05	\$97,727	\$30,712
17 Potrero								
Neighbor. Branch								
Adults			1.00	\$69,103		1.00	\$67,984	
Children			0.00			0.00		
Circulation			1.68	\$19,330	\$50,881	1.68	\$18,626	\$51,132
TOTAL			2.68	\$88,433	\$50,881	2.68	\$86,610	\$51,132
18 Park								
Neighbor. Branch								
Adults			1.00	\$61,844		1.00	\$60,844	
Children			1.00		\$68,382	1.00		\$68,719
Circulation			1.75	\$72,472		1.75	\$70,701	
TOTAL			3.75	\$134,316	\$68,382	3.75	\$131,545	\$68,719
19 Ocean View								
Reading Center								
Adults			1.00	\$56,474		1.00	\$55,562	
Children			0.50		\$30,561	0.50		\$30,712
Circulation			0.55	\$24,365		0.55	\$25,936	
TOTAL			2.05	\$80,839	\$30,561	2.05	\$81,498	\$30,712
20 Bernal Heights								
Neighbor. Branch								
Adults			1.00	\$69,103		1.00	\$67,984	
Children			1.00	\$61,123		1.00	\$60,122	
Circulation			1.75	\$20,991	\$50,881	1.75	\$20,654	\$51,132
TOTAL			3.75	\$151,217	\$50,881	3.75	\$148,760	\$51,132

Department: LIBRARY
Program: Branch Libraries

Sub-progs. ranked by dept.:

Description	1993-94			1994-95		
	FTE	Gen. Fund	Chdn's Amd.*	FTE	Gen. Fund	Chdn's Amd.
21 Eureka Valley/Harvey Milk						
Adults	1.00	\$69,103		1.00	\$67,984	
Children	1.00		\$61,123	1.00		\$61,424
Circulation	1.75	\$78,741		1.75	\$77,458	
TOTAL	3.75	\$147,844	\$61,123	3.75	\$145,442	\$61,424
22 North Beach						
Adults	1.00	\$69,103		1.00	\$67,984	
Children	1.00		\$61,123	1.00		\$61,424
Circulation	2.00	\$78,741		2.00	\$77,458	
TOTAL	4.00	\$147,844	\$61,123	4.00	\$145,442	\$61,424
23 Noe Valley/Sally Brunn						
Adults	1.00	\$69,103		1.00	\$67,984	
Children	1.00		\$61,123	1.00		\$61,424
Circulation	1.95	\$77,367		1.95	\$76,106	
TOTAL	3.95	\$146,470	\$61,123	3.95	\$144,090	\$61,424
24 Parkside						
Adults	1.00	\$69,103		1.00	\$67,984	
Children	1.00		\$61,123	1.00		\$61,424
Circulation	2.55	\$81,615	\$21,513	2.55	\$78,809	\$21,619
TOTAL	4.55	\$150,718	\$82,636	4.55	\$146,793	\$83,043
25 Portola						
Adults	0.00	\$721		0.00	\$722	
Children	1.50		\$86,314	1.50		\$86,739
Circulation	0.60	\$30,650		0.60	\$32,020	
TOTAL	2.10	\$31,371	\$86,314	2.10	\$32,742	\$86,739
26 Presidio						
Adults	1.00	\$56,474		1.00	\$55,562	
Children	0.25	\$15,281		0.25	\$15,031	
Circulation	0.71	\$21,961		0.71	\$19,640	
TOTAL	1.96	\$93,716	\$0	1.96	\$90,233	

Department: LIBRARY
Program: Branch Libraries

Sub-progs. ranked by dept.:

Description

1993-94

1994-95

FTE	Gen. Fund	Child's Amd.*	FTE	Gen. Fund	Child's Amd.
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27 Ingleside

Reading Center

Adults	1.00	\$721	\$55,753	1.00	\$722	\$56,028
Children	1.50	\$68,382	\$30,562	1.50	\$67,262	\$30,713
Circulation	0.65	\$40,128		0.65	\$38,928	
TOTAL	3.15	\$109,231	\$86,315	3.15	\$106,912	\$86,741

28 Glen Park

Reading Center

Adults	1.00	\$721	\$55,753	1.00	\$722	\$56,028
Children	0.25	\$15,281		0.25	\$15,031	
Circulation	0.65	\$35,098		0.65	\$34,195	
TOTAL	1.90	\$51,100	\$55,753	1.90	\$49,948	\$56,028

29 Golden Gate Valley

Reading Center

Adults	1.00	\$56,474		1.00	\$55,562	
Children	0.00			0.00		
Circulation	0.75	\$19,961		0.75	\$19,640	
TOTAL	1.75	\$76,435	\$0	1.75	\$75,202	

30 Library for the Blind

Adults	1.00	\$69,103		1.00	\$67,984	
Children	0.00			0.00		
Circulation	4.10	\$168,517		4.10	\$165,810	
TOTAL	5.10	\$237,620	\$0	5.10	\$233,794	

LESS Salary Savings

\$7,970

\$167,442

TOTAL BRANCH DIVISION

144.62	\$5,512,576	\$1,996,112	144.62	\$5,426,167	\$2,005,951
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Children's Baseline FTEs

36.00

36.00

Temporary FTEs

37.87

37.87

Net General Fund FT/Perm. FTEs

70.75

70.75

*Costs incurred in the Branch Libraries but included in the Children's Baseline are shown here for informational purposes.

Performance Measures and Objectives by Sub-program

Department: Library
Program: Branch Libraries

Sub-programs ranked by dept.

Objectives/Performance Measures:

Projected
1993-94

1	Branch Administration	Not available.	
2	Chinatown Resource Branch	Circulation of books and materials. Number of visits to library.	220,183 227,210
3	Richmond Resource Branch	Circulation of books and materials. Number of visits to library.	290,970 210,084
4	Mission Resource Branch	Circulation of books and materials. Number of visits to library.	174,788 194,626
5	Sunset Resource Branch	Circulation of books and materials. Number of visits to library.	170,478 216,589
6	Excelsior Resource Branch	Circulation of books and materials. Number of visits to library.	116,440 146,944
7	West Portal Resource Branch	Circulation of books and materials. Number of visits to library.	202,738 122,071
8	Branch Room	No. books/mats. deliv'd to branches. No. research questns answd. for brchs. No. staff hrs. to fill-in for branches.	1,021,053 3,094 8,353
9	Ortega Neighborhood Branch	Circulation of books and materials. Number of visits to library.	160,434 137,728
10	Marina Neighborhood Branch	Circulation of books and materials. Number of visits to library.	140,536 174,879
11	Bayview Neighborhood Branch	Circulation of books and materials. Number of visits to library.	30,114 56,907
12	Merced Neighborhood Branch	Circulation of books and materials. Number of visits to library.	116,670 75,111
13	Western Addition Neighborhood	Circulation of books and materials. Number of visits to library.	92,104 80,743
14	Anza Neighborhood Branch	Circulation of books and materials. Number of visits to library.	90,228 79,997

Performance Measures and Objectives by Sub-program

Department: Library
Program: Branch Libraries

Sub-programs ranked by dept.

Objectives/Performance Measures:

Projected
1993-94

15 Library on Wheels	Circulation of books and materials. Number of visits to library.	8,454 5,226
16 Visitation Valley Reading Center	Circulation of books and materials. Number of visits to library.	31,228 14,667
17 Potrero Neighborhood Branch	Circulation of books and materials. Number of visits to library.	34,598 36,828
18 Park Neighborhood Branch	Circulation of books and materials. Number of visits to library.	35,888 32,075
19 Ocean View Reading Center	Circulation of books and materials. Number of visits to library.	6,378 14,504
20 Bernal Heights Neighborhood Br.	Circulation of books and materials. Number of visits to library.	56,524 72,960
21 Eureka Valley Neighborhood Br.	Circulation of books and materials. Number of visits to library.	76,416 73,116
22 North Beach Neighborhood Br.	Circulation of books and materials. Number of visits to library.	102,376 152,851
23 Noe Valley Neighborhood Branch	Circulation of books and materials. Number of visits to library.	78,926 61,138
24 Parkside Neighborhood Branch	Circulation of books and materials. Number of visits to library.	97,380 110,805
25 Portola Reading Center	Circulation of books and materials. Number of visits to library.	33,104 43,395
26 Presidio Reading Center	Circulation of books and materials. Number of visits to library.	48,744 30,300
27 IngleSide Reading Center,	Circulation of books and materials. Number of visits to library.	35,854 36,360
28 Glen Park Reading Center	Circulation of books and materials. Number of visits to library.	33,064 30,443

Performance Measures and Objectives by Sub-program

Department: Library
Program: Branch Libraries

<u>Sub-programs ranked by dept.</u>	<u>Objectives/Performance Measures:</u>	<u>Projected 1993-94</u>
29 Golden Gate Valley Reading Center	Circulation of books and materials. Number of visits to library.	37,972 30,360
30 Library for the Blind	Circulation of books and materials. Number of visits to library.	46,262 8,536

Impact of Funding Adjustments and Recommendations

Department: Library
Program: Branch Libraries

Impact of Funding Adjustments:

1993-94 Funding Level: \$5,512,576
% 1993-94 \$ Amount Impact

0% \$0.00
Close all Branch Libraries. Library for the Blind and Print Handicapped and Library on Wheels. Residents would receive all their library services from the Main Library.

80% \$4,410,061 (\$1,102,515)
Pairing 16 branches. Staffing would be reduced at sixteen branch libraries. The same staff would work at two sites.

- Each branch would be open at least 12 hours a week. One branch would be open two days a week, the other would be open three days a week.
- Only one of each pair would be open Saturday. Both Branches could be open one evening.
- Current open hours (five days a week, one evening and Mondays or Saturdays) would be maintained at the six Resource Branches and the four largest Branches in each quadrant of the city (Manna, Merced, Ortega and Bayview). Library on Wheels and Library for the Blind and Print Handicapped
- Reductions in open hours would impact children's programming and children's amendment services. Staff at branches would not be increased but would be required to continue to serve children citywide.

95% \$5,236,947 (\$275,629)
Pairing eight branches. Staffing would be reduced at eight branch libraries. The same staff, with a slight increase to cover the schedule, would work at two sites.

- Each branch would be open at least 18 hours a week. Each branch would be open three days a week. Branches could be open one evening.
- Current open hours (five days a week, one evening and Saturdays) would be maintained at the six Resource Branches, the remaining 12 Branches, Library on Wheels and Library for the Blind and Print Handicapped.
- Reductions in open hours would impact children's programming and children's amendment services at paired branches.

Impact of Funding Adjustments and Recommendations

Department: Library
Program: Branch Libraries

Impact of Funding Adjustments:

1993-94 Funding Level: \$5,512,576
% 1993-94 \$ Amount Impact

110% \$6,063,837

Increase open hours at Resource Branches. Add 8 hours a week by reopening Resource Branches on Mondays. Resource branches would then be open 6-days a week and one night.

- Current open hours would be maintained at other Branches.
- Increases in open hours would expand children's programming and children's services at Resource branches.

Department: LIBRARY
Programs: Technical Services and Library Automation

Sub-programs ranked by dept:

Sub-programs ranked by dept:	Description	1993-94			1994-95				
		FTE	Gen. Fund	Child's Amtd.*	Other**	FTE	Gen. Fund	Child's Amtd.*	Other**
Technical Services									
1 Chief's Office	Administers & manages division.	3.00	\$338,982			3.00	\$334,263		
2 Purchasing	Orders and receives books & other materials for Main/Branches. Prepares purchase orders & processes invoices.	7.87	\$1,589,164	\$235,762	\$77,766	7.87	\$1,584,743	\$270,898	\$26,255
3 Selection Coordination	Coordinates review & selection of adult books/other materials for Main/Branches.	1.37	\$77,562	\$560		1.37	\$77,259	\$560	
4 Bibliographic Control	Creates title records in computer catalog. Corrects & upgrades brief or inaccurate records in bibliographic database.	11.75	\$545,150	\$127,113	\$13,661	11.75	\$536,919	\$112,515	
5 Inventory	Inventories books & other materials in computer catalog so that they can be located for circulation.	6.75	\$274,764	\$52,213		6.75	\$279,759	\$52,461	
6 Physical Processing	Physically processes newly rec'd. library materials (e.g., attaches barcode labels, spine labels, plastic covers, ownership stamps, etc.	3.12	\$138,849	\$47,325		3.12	\$142,705	\$47,540	
7 Preservation	Manages conservation & preservation program. Repairs damaged items, & manages in-house bindery program and commercial bindery contract.	4.37	\$141,530	\$38,380		4.37	\$141,676	\$38,564	
LESS Salary Savings			\$116,007				\$72,272		
Children's Baseline FTEs		38.23	\$2,989,994	\$501,353	\$91,427	38.23	\$3,025,052	\$522,538	\$26,255
Temporary FTEs		6.00				6.00			
Net General Fund FT/Perm. FTEs		5.23				5.23			
		27.00				27.00			

* Costs incurred in Technical Services but included in the Children's Baseline are shown here for informational purposes.

** This includes programs funded by Federal and State grants, supporting purchase of materials serving immigrant populations, materials relating to business and foreign languages, and creation of an on-line Chinese bibliographic records system. Does not project FY 1994-95 grant funds that have not yet been awarded.

		1993-94			1994-95		
		FTE	Gen. Fund		FTE	Gen. Fund	
Automation	1 Coordinator						
				Chdn's. Amdt.*	Other**	Chdn's. Amdt.	Other**
	Administers & manages division.	2.00	\$394,760	\$6,060		\$395,679	\$6,060
2	Network Services Support						
	Supports computer system, including back-up of data, installation & maint. of hardware & software.	4.00	\$358,657	\$42,154	4.00	\$360,503	\$42,154
3	Audio/Video Support						
	Supports all audio/visual programs, including distrib. & repair of films & videos, production of programs for Library use & for the Municipal Cable Channel.	2.00	\$51,627	\$35,293	2.00	\$51,113	\$35,467
4	Training & Documentation						
	Provides training to all staff in use of computer system, produces documentation of procedures & provides day-to-day staff support re computer system.	1.00	\$53,056		1.00	\$52,749	
Database Maintenance							
	Defines & builds databases in response to community needs. Started 3/94; grant funded.				\$240,893		\$99,502
Salary Savings							
			\$32,720			\$72,271	
TOTAL		9.00	\$825,380	\$83,507	\$240,893	\$787,773	\$83,681
Children's Baseline FTEs		1.00					
Temporary FTEs		0.00					
Net General Fund FT/Perm. FTEs		8.00					
TOTAL: Technical Services and Library Automation		35.00	\$3,815,374	\$584,860	\$332,320	\$3,812,825	\$606,219

* Costs incurred to purchase children's materials but included in the Children's Baseline are shown here for informational purposes.

5/4/94 ** Includes Library Foundation grant to fund an On-Line Community Access Program.

TECHNICAL SERVICES/ AUTOMATION PERFORMANCE MEASURES AND OBJECTIVES

Department: Library
Program: Technical Services/Automation

Sub-programs ranked by dept.

Objectives/Performance Measures:

		1992-93	Projected 1993-94	Projected 1994-95
Technical Services				
1	Chief's Office	Not available.		
2	Purchasing	No. of titles ordered.	27,815	30,000
		No. of items received from vendors/authorized for payment.	111,482	111,500
3	Selection Coordination	No. adult titles reviewed, evaluated & selected for acquisition.	19,830	19,000
4	Bibliographic Control	No. titles added to the Online Public Access Catalog (OPAC).	43,406	42,000
		No. database records upgraded & corrected (titles & items).	201,272	181,500
5	Inventory	No. indiv. books, videos, magazines, etc. inventoried, added to catalog.	174,089	150,000
6	Physical Processing	No. new library materials physically processed for use & circulation.	86,410	51,000
7	Preservation	No. books, magazines, etc. bound, treated or repaired.	21,744	14,000
Automation				
1	Coordinator	N.A.		
2	Network Services Support	N.A.		
3	Audio/Video Support	N.A.		
4	Training & Documentation	N.A.		
5	Database Maintenance	N.A.		

Impact of Funding Adjustments and Recommendations

Department: Library
Program: Technical Services

Impact of Funding Adjustments:

1993-94 Funding Level: \$2,989,949
% 1993-94 \$ Amount Impact

0% \$0.00

Technical Services programs would cease to exist. Technical Services would cease to provide unique systemwide services:

- the Library would acquire no new books, magazines, or other materials for the Library's collections. the computer catalog would not reflect the holdings of the Library. Reduced accessibility to the Library's collections would limit the public's use of the Library in important areas, such as San Francisco documents and the Main Library's reference and archival collections.
- the Library's collections would not be maintained and gradually decrease in value through deferred maintenance. A minimum of 14,000 books annually would have to be withdrawn from use because of damage.
- the Library would be in default in its contractual agreements with books, magazine and other vendors for the purchase and payment for services and materials.
- gifts of books and materials from individuals, organizations and foundations could not be accepted. In the case of the New Main Library, this could result in a loss to the City and County of millions of dollars.

80% \$2,391,935
(\$598,059)

The Library would continue to buy new books, magazines, videos, etc. Because the budget for new books, magazines, etc. represents approximately 50% of the Technical Services program budget, the 20% cut in funding (\$598,059) must be taken from the personnel budget. This amount represents a 40% cut in staffing and will necessitate the elimination of major programs.

- only the new children's materials and the most popular adult materials could be cataloged, processed, made available to the public. The majority of materials acquired would have to be stored until funding is restored to the bibliographic control, processing and inventory programs.
- the Library's collections would not be maintained and gradually decrease in value through deferred maintenance. A minimum of 14,000 books annually would have to be withdrawn from use because of damage.

Impact of Funding Adjustments and Recommendations

Department: Library Program: Technical Services

95% \$2,840,434
(\$149,560)

- gifts of books and materials from individuals, organizations and foundations could not be cataloged and processed for public use.
- A total of 13 FTE positions would be eliminated.

- the Library's collections would not be maintained and gradually decrease in value through deferred maintenance. A minimum of 14,000 books annually would have to be withdrawn from use because of damage.
- records in the Library's computer catalog database would not be upgraded or corrected.
- A total of 4 FTE positions would be eliminated.

110% \$3,288,993

- Technical Services would provide increased public access and bibliographic control to the Library's materials by contracting out the cataloging of extensive collections not yet entered in the computer, and inventorying and preparing the materials for public use.
- Technical Services would protect the City's investment in the Library's book collections by restoring \$25,000 to the commercial bindery budget for the restoration of worn and damaged books and the funding of a part-time library page to process and send the bindery shipments and do additional in-house repairs.
- The book budget would be increased by \$100,000 for the purchase of more magazines, and to buy more copies of, and replace worn copies of popular and heavily used books and materials. Additional staff would be funded to assist in the selection, ordering, receiving, physical processing and inventorying of the additional materials.

**Department:
Programs:**

**LIBRARY
Administration and Support Services**

Sub-Progs. Ranked by Dept.

Administration

Commission Secretary
City Librarian's Office
Community Relations

Finance
Personnel
LESS Salary Savings

Description

Supports Library Commission.
Administers & directs operation of the library system.
Provides info. to public, responds to public inquiries, coordinates volunteer services.
Provides budget & accounting services.
Provides payroll & personnel services, Worker's Comp.

Children's Baseline FTEs
Temporary FTEs
Net FT/Perm. Authorized FTEs

1993-94		1994-95	
FTE	Gen. Fund	FTE	Gen. Fund
0.50	\$60,126	0.50	\$59,555
3.00	\$194,176	3.00	\$192,620
5.00	\$275,468	5.00	\$273,779
7.00	\$301,516	7.00	\$298,642
6.50	\$471,419	6.50	\$388,570
	\$74,120		\$76,578
22.00	\$1,228,585	22.00	\$1,136,588
0.00		0.00	
2.00		2.00	
20.00		20.00	

TOTAL

Support Services

1 Office of Facilities Mgmt.

2 Engineering

3 Stockroom/Mail Services

4 Custodial Services

5 Security Services
LESS Salary Savings

Administers & directs operations of division.
Performs routine & emergency facility maintenance at 28 library facilities. Coordinates DPW-BBR bldg. repairs.
Orders, receives, disburses office supplies. Receives, sorts & sends U.S. & inter-office mail.
Provides healthy, clean environment at 28 library facilities.
Provides security services for Main library & as-needed for Branches.

Children's Baseline FTEs
Temporary FTEs
Net FT/Perm. Authorized FTEs

1993-94		1994-95	
FTE	Gen. Fund	FTE	Gen. Fund
2.00	\$366,497	2.00	\$368,513
4.00	\$434,310	4.00	\$433,087
1.00	\$128,079	1.00	\$129,814
21.00	\$882,352	21.00	\$875,338
6.50	\$287,140	6.50	\$284,483
	\$90,590		\$76,578
34.50	\$2,007,788	34.50	\$2,014,657
0.00		0.00	
6.50		6.50	
28.00		28.00	

TOTAL

TOTAL: Administration and Support Services

48.00	\$3,236,373	48.00	\$3,151,245
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Performance Measures and Objectives by Sub-program

Department: Library Program: Administration/Support Services

Sub-programs ranked by department Objectives/Performance Measures:

		Projected	
		1993-94	1994-95
Administration			
1	Commission Secretary	Number of public inquiries.	1,800
		Documents mailed for Commission.	3,000
		Hours/yr. of Commission minutes.	224
		Not available.	
2	City Librarian's Office	Hours of volunteer time.	5,186
		Number of active volunteers	253
		Notices of events dist'd. to public.	11,324,000
		Number of public inquiries.	2,465
		Ave. monthly no. adult programs.	14
		Ave. attendance at adult program.	39
		Hours data analysis/doc. processing	21,874
		Hours record control/review/recon.	15,074
		Hours budget/finan/legislation.	2,080
		Paychecks processed per pay period.	575
		Personnel recruitments.	12
		Staff trainings.	7
		Performance appraisals w/in 1 mo. of due date: no. emps.	375
Support Services			
1	Office of Facilities Management	Not available.	
		1992-93	Projected
		1993-94	1994-95
2	Engineering	No. repair/work requisitions completed.	976
		No. emergency responses/repairs.	141
		No. incoming pieces of mail processed.	225,411
		No. outgoing pieces of mail processed.	132,178
		No. hours of facility cleaning.	46,320
		No. special set-ups/furniture moves.	1,016
		No. arrests and detentions.	270
		No. non-criminal service calls.	700
		Hours of fixed post service.	4,060
		No. criminal service calls.	960
3	Stockroom/Mailroom		
4	Custodial Services		
5	Security Services		

5/6/94

Impact of Funding Adjustments and Recommendations

Department: Library Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level: \$1,228,585

% 1993-94	\$ Amount	Impact
0%	\$0.00	Division would cease to operate; no purchases could be made, no paychecks could be issued, no budget would be allocated, volunteers would not be managed, no single point would exist for the general public and City Hall to contact, no personnel issues could be resolved, no centralized hiring services would be offered, no personnel issues could be resolved, no centralized hiring practices could be reinforced, no liaison would exist between the Commission and the staff implementation of Commission policies would not be possible.
80%	\$982,868 (\$245,717)	The Library would lose the public point of contact, all publications related to programming would cease, there would be no adult programming, no system exhibits and promotion, loss of in-house printing capabilities requiring the Library to purchase printing to comply with the Sunshine Ordinance, delays in payroll and processing, delays in reporting financial information to the Controller and internally. The Library would also lose the point of contact for the public and media to obtain any information related to programs, policies, and procedures regarding Library activities, programs and services.
95%	\$1,167,156 (\$61,429)	The Library would lose 50% of our volunteer coordinator and 50% of facilities maintenance assistance. The Volunteer Program would be losing 50% of outreach, recruitment, coordination and administration services. The Facilities Maintenance Program would be losing centralized coordination and scheduling of facilities maintenance work that is being done to comply with the Americans With Disabilities Act, and structural assessment in compliance with City and State mandated programs. The activities would have to be carried out without centralized coordination.

Impact of Funding Adjustments and Recommendations

Department: Library
Program: Administration

110% \$1,351,443

Through the acquisition of a report writer system, we would be able to custom design reports from the catalog and statistics to allow us to manage the collections, collect data on users and on the usage of the collection, and to assess where certain types of materials are needed. Through the acquisition of a fully integrated online accounting and position control system/employee information system, we would be able to track positions and their funding sources, identify the current status of any account, integrate accounting, budgeting, personnel and payroll, automate timesheet procedures, and provide the Library Commission with quarterly reports on spending. By enhancing our current capabilities for printing and publishing, we would be able to fully publish neighborhood based publications and publish a professionally prepared annual report.

Impact of Funding Adjustments and Recommendations

Department: Library
Program: Support Services

Impact of Funding Adjustments:

1993-94 Funding Level: \$2,007,788

% 1993-94	\$ Amount	Impact
0%	\$0.00	There would be no security, maintenance, or repair at library facilities. Mail delivery would be eliminated. Supplies for the system could not be ordered/dispensed.
80%	\$1,606,230 (\$401,558)	Security services would be reduced to a level which would rely heavily on immediate response from 911. Non-criminal activities would occasionally be addressed. Main library would be less-inviting to serious patrons and more appealing to vagrants, homeless, and violent individuals. Preventive maintenance program at branches would cease; response to emergency repair calls only. Custodial services provided on minimum irregular schedule. No security calls to branches. Branches would rely solely on assistance from 911.
95%	\$1,907,399 (\$100,389)	Reduction of security personnel in main library which would result in increased criminal activity. Eliminate/greatly reduce washing, stripping, waxing of floors throughout the library system. Continued reduction of gardening service work ordered to Recreation/Park Department.
110%	\$2,208,567	Full gardening service would be restored to all branch libraries. Once per year window washing would be restored to all branch libraries and main library. Security officer would be provided for regular rounds of branch libraries. Handicap accessible restrooms would be installed at four branch locations.

Impact of Funding Adjustments and Recommendations

Department: Library Program: Automation Services

Impact of Funding Adjustments:

1993-94 Funding Level: \$825,380

<u>% 1993-94</u>	<u>\$ Amount</u>	<u>Impact</u>
0%	\$0.00	Department would cease to operate; the computer and telecommunications systems would be subject to frequent and lengthy interruptions in service; damaged equipment would not be repaired, problems with software would not be resolved, leading to disruptions in public service at all Library agencies.
80%	\$660,304 (\$165,076)	Elimination of Audio/Visual Support and consequently the elimination of film and video programming throughout the Library; elimination of Training & Documentation, leading to reduced levels of staff competency in dealing with the computer system, with consequent errors in public service. Reduction in Coordinator's sub-program, leading to cutbacks in implementing new technologies and disruption in staff support. Reduction in Network Services support, leading to delays in equipment maintenance and repair, and interruptions in network links between Library agencies. A total of 3.5 FTE positions would be eliminated.
95%	\$784,111 (\$41,269)	Reductions in Coordinator sub-program, leading to delays in implementing new technologies. Reductions in Network Services, leading to delays in the maintenance and repair of equipment and interruptions in telecommunications links to Library agencies. A total of 1 FTE position would be eliminated.
110%	\$907,918	Increase in database services (now funded through grants), allowing new community information databases to be created more quickly and in greater numbers.

Department: Library
Program: Office of Children's Services*

Sub-programs ranked by department:

Description		1993-94		1994-95	
		FTE	Children's Amend	FTE	Children's Amend.
1	Coordinator of Children's Services	2.63	\$138,105	2.63	\$138,786
2	Materials Selection	1.00	\$65,097	1.00	\$65,418
3	Program Coordinator	0.60	\$44,333	0.60	\$44,518
Develops & plans systemwide programs such as Summer Reading Club, Book Buddies hospital volunteers, etc.					
TOTAL		4.23	\$247,535	4.23	\$248,722
Children's Baseline Temporary Employees		1.23		1.23	
Net Children's Baseline Auth. FTEs		3.00		3.00	
Net General Fund FTEs		none		none	
Other Children's Baseline Activities**					
Automation Services Children's Baseline		1.00	\$83,507	1.00	\$83,681
Supports audio-visual programs for children; data processing supplies for computer system.					
Technical Services Children's Baseline		6.00	\$501,353	6.00	\$522,538
Supports purchase, inventory, processing & preservation of children's books.					
Main Library Children's Baseline		11.80	\$459,626	11.80	\$461,891
Provides staffing for children to age 13 at Main; serves Tenderloin & citywide.					
Branch Libraries Children's Baseline		36.00	\$1,996,112	36.00	\$2,005,949
Provides staffing for children to age 13 in 19 branch libraries.					
TOTAL Auto/Tech/Main/Brch		54.80	\$2,957,091	54.80	\$3,074,059
Temporary Children's Baseline		1.00		1.00	
Net Children's Baseline Auth. FTEs		53.80		53.80	
LESS Salary Savings			\$127,310		\$47,771
TOTAL CHILDREN'S BASELINE		56.80	\$3,077,316	56.80	\$3,275,010

*The Office of Children's Services (OCS) is defined here as a program of the Library Department, with the following sub-programs: Coordinator of Children's Services, Materials Selection, and Program Coordinator. The OCS is wholly funded by the Children's Amendment.

**Other Library Department services funded by the Children's Amendment are shown here to provide a complete picture of Children's Amendment Library services. These services are also shown in the Main and Branch Library Programs, where costs and FTEs are totaled separately from General Fund totals. Note that FTEs & costs shown here do not do not reflect all services for children; some are funded by the General Fund, as shown in the Main & Branch program sheets.

Performance Measures and Objectives by Sub-program

Department: Library
Program: Children's Services

Sub-programs ranked by department: Objectives/Performance Measures:

Projected
1993-94

1 Coordinator	New materials & publications reviewed	5,000
2 Material Selection	New materials & publications selected	2,000
3 Program Coordination	No. programs developed.	56
	No. program participants	2,596

Impact of Funding Adjustments and Recommendations

Department: Public Library Program: Office of Children's Services*

Impact of Funding Adjustments:

<u>% 1993-94</u>	<u>\$ Amount</u>	<u>Impact</u>
0%	\$0.00	<p>Department would cease to exist and therefore to provide:</p> <ul style="list-style-type: none"> • Planning, evaluation, budget preparation, bibliographic support, statistics, grant preparation and tracking, staff training and support. • System-wide literary and cultural based programs including Summer Reading Club, Book Buddies volunteer training and support, Dial-A-Story programs in English, Spanish and Cantonese. • All materials selection based support including reviewing, selection and ordering of all book and non-book formats in English and 40 other languages.
80%	\$198,028 (\$49,507)	<p>Department would cease to provide:</p> <ul style="list-style-type: none"> • All system-wide literary and cultural based programs including Summer Reading Club, Book Buddies hospital volunteer training and support, Dial-A-Story programs in English, Spanish and Cantonese and would cut page support for the materials selection process, cutting the book review and purchase process by 40%.
95%	\$235,158 \$12,377)	<p>Department would cease to provide:</p> <ul style="list-style-type: none"> • Dial-A-Story in English, Spanish and Cantonese • Book Buddies hospital volunteer training and support <p>Department would reduce:</p> <ul style="list-style-type: none"> • Page support to materials selection process slowing acquisition of English language materials by 15%. • System-wide literary and cultural base program by 25%.
110%	\$272,289	<p>Department would increase children's materials acquisition by 1600 volumes.</p>

PROGRAM and BUDGET RECOMMENDATIONS

DEPARTMENT No.: 4
DEPARTMENT NAME: District Attorney

Description of Services and Performance Measures

The mission of the District Attorney's Office is to investigate and prosecute all felony and misdemeanor offenses committed by adults and juveniles in the County of San Francisco. The District Attorney is also responsible for handling all aspects of child support cases, environmental violations, consumer protection matters, and providing services to victims of crime.

Restructuring or Other Significant Changes:

None.

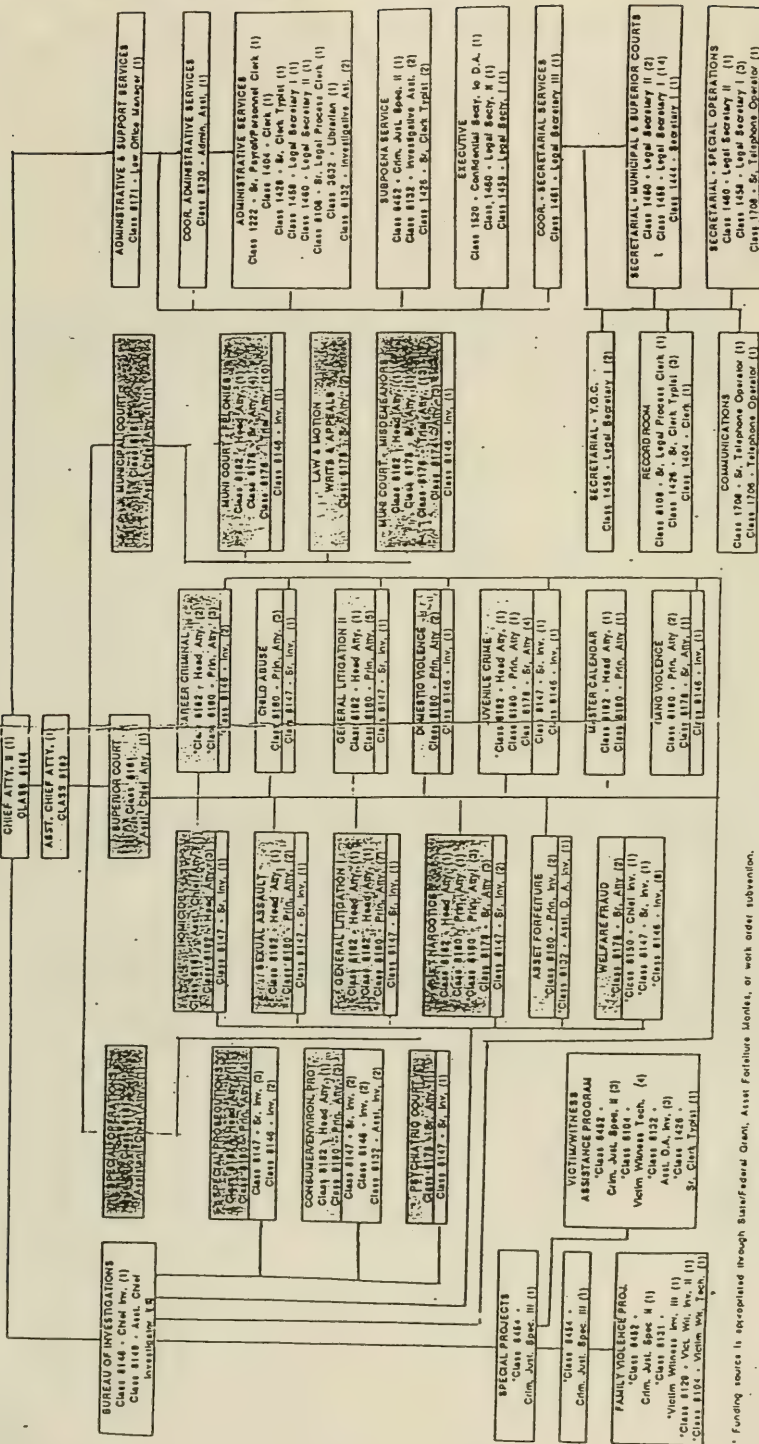
Significant Constraints on Recommendations or Policy Options (Consent Decree, State or Federal Law or Regulation, etc.)

California Constitution Article 5, Section 13, and Article 11, Section 4.
California Government Code Section 24000 (a) and Sections 36500 through and including 36542.
San Francisco City Charter Section 3.402.
Constraints are also placed on the operation of the District Attorney by sections of the Federal and State Constitutions, State statutes, and judicial decisions relating to the manner in which litigation and investigations are to be conducted.

Major Policy Options

Establish a General Assistance Fraud Investigation Unit in the District Attorney's Office for the purpose of investigating suspected cases of welfare fraud within the General Assistance Program. The Unit would (1) investigate and seek arrest warrants, when appropriate, for individuals who embezzle money from the GA system, and (2) provide information and feedback to eligibility staff along with recommendations to reduce, discontinue, or deny aid to fraudulent applicants or recipients of aid.

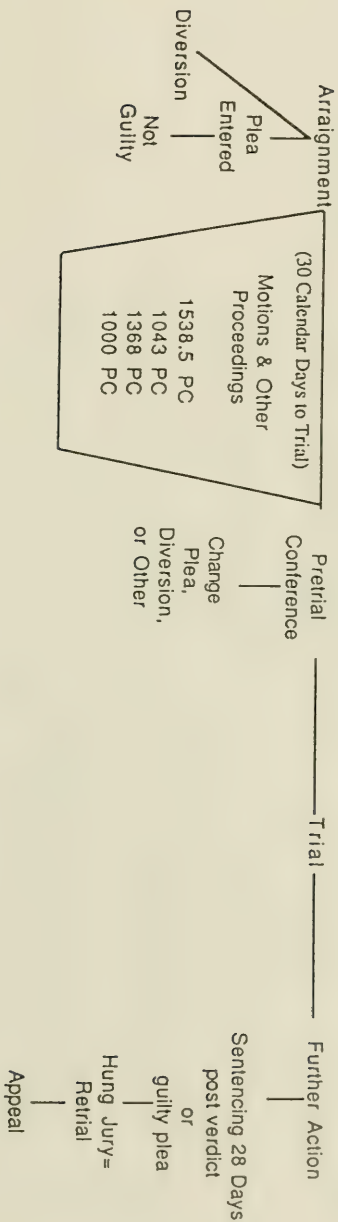
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MISDEMEANOR PROCEDURE

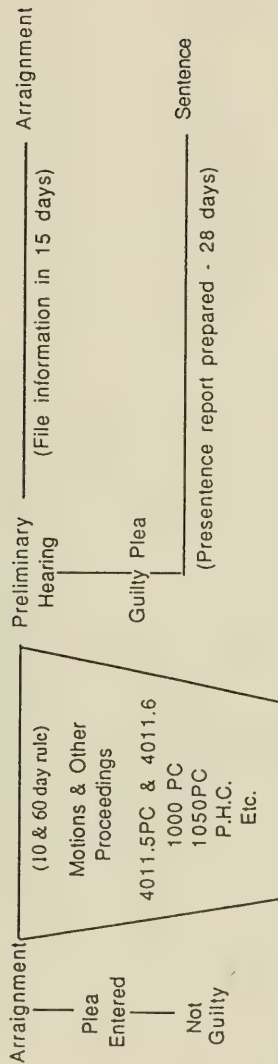
MUNICIPAL COURT PROCEEDINGS



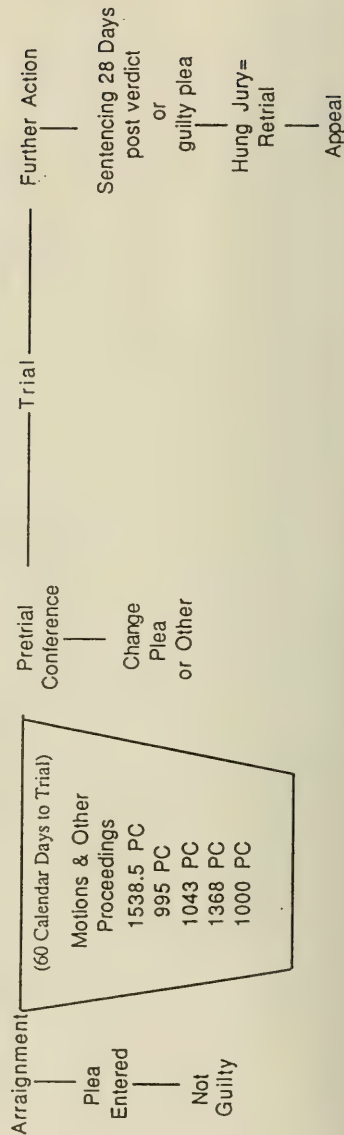
FELONY PROCEDURE

MUNICIPAL COURT

SUPERIOR COURT



SUPERIOR COURT PROCEEDINGS



Department Summary

Department: DISTRICT ATTORNEY

Mission Statement:

The mission of the District Attorney's Office is to investigate and prosecute all felony and misdemeanor offenses committed by adults and juveniles in the County of San Francisco. The District Attorney is also responsible for handling all aspects of child support cases, environmental violations, consumer protection matters, and providing services to victims of crime.

1993-94 Budgets by Program

1993-94

Mayor's Budget Programs

	FTE	Costs	Revenues	Net General Fund
1 Criminal & Civil Prosecuti	229	\$17,857,293	\$2,819,251 ¹	15,038,042
2 Family Support Program	121	10,162,724	10,190,350	(27,626)
<i>Subtotal</i>	350	\$28,020,017	\$13,009,601	\$15,010,416

Capital Improvements

TOTAL	350	\$28,020,017	\$13,009,601	\$15,010,416
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1994-95

	1994-95 Expenditures				1994-95 Revenues			
	Department	Mayor	Budg. Analyst		Department	Mayor	Budg. Analyst	
1 Criminal & Civil Prosecuti	229	\$18,985,027	\$18,577,922	\$18,884,457	\$3,634,124	\$3,634,124	\$3,634,124	
2 Family Support Program	121	11,023,251	11,023,251	11,023,251	10,962,541	10,962,541	10,962,541	
TOTAL	350	\$30,008,278	\$29,601,173	\$29,907,708	\$14,596,665	\$14,596,665	\$14,596,665	

5/9/94

¹	Workorder: \$1,004,082	²	General Fund Amount:	³	Workorder: \$1,718,955
	Grant: \$1,681,169		\$15,350,903		Grant: \$1,681,169
	Other: \$134,000				Other: \$234,000

Sub-Program Descriptions and Costs

Department: District Attorney
Program: Criminal & Civil Prosecution

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Administration	Provides oversight and policy making for the entire office. Maintains budget, sets policy for reviewing, discharging, filing and prosecuting all criminal charges. Also, sets policy for hiring, training, promotion and termination of employees.	2	\$331,610	2	\$342,192
2 Felonies	Reviews all felony arrests in the City & County of San Francisco including all adult and juvenile arrests, and files cases and prosecutes when appropriate. Also, conducts in-house investigations and inquiries in cases not resulting from the San Francisco Police Department activities, particularly in the areas of consumer fraud, environmental violations, insurance fraud and worker's compensation fraud.	75	8,721,673	75	8,919,350
3 Psychiatric Court	Files petitions in Civil Court to involuntarily detain in psychiatric facilities individuals who are not competent to care for themselves because of mental illness or impairment.	1	90,439	1	108,879
4 Misdemeanors	Reviews all misdemeanor arrests, filing and prosecuting cases when appropriate under the law.	16	1,423,747	16	1,445,283
5 Investigations	Provides investigative services to all felony and misdemeanor deputies, which includes evidence preparation, crime scene inspections, witness interviews, and subpoena service. Also prepares responses to Penal Code Section 1381 demands by defendants wanted for criminal acts committed in this jurisdiction but currently serving time for criminal acts committed in other jurisdictions.	30	2,125,315	30	2,208,694
6 Support	Provides support for prosecution mission: typing, filing, supplies, purchasing, witness travel and lodging, payroll, budget preparation, grant applications, grant management, library staffing, switchboard operation, mail service, domestic violence victim services, hate crimes monitoring and statistics.	52	2,899,870	52	\$2,980,843
TOTAL		176	\$15,592,654	176	\$16,005,241

Performance Measures and Objectives by Sub-program

Department: District Attorney
Program: Criminal & Civil Prosecution

<i>Sub-programs ranked by department:</i>		<i>Objectives/Performance Measures:</i>		<i>1992-93</i>	<i>1993-94</i>
1 Administration	Maintains budget	\$15,390,681	\$15,592,654		
	Supervises all criminal arrests on a policy level	62,275	58,534		
	Supervises staff on a policy level	187	187		
2 Felonies	Felony arrests reviewed (adults)	21,712	20,949		
	Felony cases filed (adults)	10,230	10,043		
	Preliminary hearings held (adults)	8,793	8,631		
	Juvenile cases	1,824	2,004		
	Felony jury cases	190	285		
3 Psychiatric Court	New conservatorships	427	449		
	Renewed conservatorships	563	586		
4 Misdemeanors	Misdemeanor arrests reviewed	39,563	37,585		
	Misdemeanor police reports reviewed	25,500	24,300		
	Misdemeanor cases filled and arraigned (defendants)	14,491	13,767		
	Misdemeanor trials (cases)	11,731	11,145		
	Misdemeanor trials (set and prepared)	2,346	2,229		
	Misdemeanor trials (to verdict)	140	131		
	Appeals	52	53		
	Motions	2,500	2,450		
	Felony and misdemeanor investigative case assignments	5,287	5,565		
	Subpoenas served	4,295	4,500		
5 Investigations	Penal Code Section 1381 Demands	877	920		
	Arrests	63	75		

6 Support

Performance Measures and Objectives by Sub-program

Transcribe case audio tapes	915	589
Arrest warrants	1,491	1,244
Search warrants	555	520
Complaints typed	21,961	21,188
Informations typed	2,425	2,399
Special projects - briefs, brief bank, manuals, etc.	320 hrs.	360 hrs.
Subpoenas issued	50,023	51,256
Grants & work orders managed	9	10
Case files handled by record room	74,000	76,000
Case inquiries to record room	8,000	10,400
Telephone calls through switchboard operators	51,000	51,000
Domestic violence complaints (clients)	2,328	4,200

4/28/94

Sub-Program Descriptions and Costs

Department: District Attorney
Program: Criminal & Civil Prosecution/Felonies

Sub-programs ranked by department:

Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
1 Management	2	\$293,951	2	\$303,258
2 Homicide	4	\$52,377	4	\$61,919
3 Domestic Violence	2	244,454	2	249,742
4 Sexual Assault/Child Abuse	6	727,289	6	740,306
5 Gang Violence	4	482,836	4	490,564
6 Intake - Gen. Lit I	5	605,818	5	624,354
7 Gen Lit II	6	727,289	6	740,306
8 Narcotics	6	727,289	6	740,306
9 Career Criminal	5	605,818	5	624,354
10 Juvenile Crime	5	605,818	5	624,354
11 Special Operations	9	1,093,973	9	1,114,920
12 Master Calendar	2	272,697	2	276,500
13 Grand Jury	1	127,218	1	133,790
14 Preliminary Hearings	18	1,654,846	18	1,694,677
TOTAL	75	\$8,721,673	75	\$8,919,350

5/3/94

Sub-Program Descriptions and Costs

Department: District Attorney
Program: Criminal & Civil Prosecution/Felonies

Sub-programs ranked by department: Description	1993-94		1994-95	
	FTE	Cost	FTE	Cost
Administrative/ Technical Services	19	\$1,015,215	19	\$1,044,771
Clerical	28	1,499,182	28	1,542,826
Family Violence	5	267,016	5	274,789
CUAV	0	118,457	0	118,457
TOTAL	52	\$2,899,870	52	\$2,980,843

5/3/94

Impact of Funding Adjustments and Recommendations

Department: District Attorney
Program: Criminal & Civil Prosecution/Felonies

Impact of Funding Adjustments:

1993-94 Funding Level:	\$8,721,673
% 1993-94	\$ Amount
	Impact
0%	\$0 No individuals who commit crimes in San Francisco would be prosecuted. (8,721,673)
80%	\$6,977,338 Funding at this level would result in a reduction of attorney staff by approximately 20 (twenty) positions. Theoretically, approximately 2,000 of the approximately 10,000 felony cases currently prosecuted annually by this office could not be prosecuted. However, the District Attorney of San Francisco is a California State official mandated under the California State Constitution to prosecute these cases. Any diminution of his ability to prosecute cases because of fiscal cuts would therefore result in misdemeanor cases not being prosecuted. (1,744,335)
95%	\$8,285,589 Same as above. At 95% the theoretical impact of 5 (five) attorneys and approximately 500 felony cases, (436,084) but the actual reduction would occur in the misdemeanor cases only.
110%	\$9,593,840 Additional staffing would enable the District Attorney's Office to increase vertical handling of serious felony cases, domestic violence cases, and environmental violations. It would also begin to accommodate the increased workload emanating from the new "three strikes" statute and the addition of two hundred new police officer positions. Also, the Misdemeanor Unit's staffing has been reduced over the past years due to budget cuts. Some of the new resources may have to be assigned to resolve the staff shortage that resulted. 872,167

5/3/94

Impact of Funding Adjustments and Recommendations

Department: District Attorney
Program: Criminal & Civil Prosecution/Psychiatric Unit

<u>Impact of Funding Adjustments:</u>		
	1993-94 Funding Level:	\$90,439
% 1993-94	\$ Amount	Impact
0%	\$0	No conservatorships will be filled in San Francisco. (90,439)
80%	\$72,351 (18,088)	The position would theoretically be reduced to 80% time resulting in not filling approximately 20% of the conservatorships now filled. Actually, any fiscal cuts to this program would be absorbed by the misdemeanor program.
95%	\$85,917 (4,522)	Same as above, Cases not filled would be approximately 51.
110%	\$99,483 9,044	No impact.

5/3/94

Impact of Funding Adjustments and Recommendations

Department: District Attorney
Program: Criminal & Civil Prosecution/Misdemeanors

Impact of Funding Adjustments:

<u>% 1993-94</u>	<u>\$ Amount</u>	<u>Impact</u>
1993-94 Funding Level:	\$1,423,747	
0%	\$0	No misdemeanors would be prosecuted by the San Francisco District Attorney's Office.
	(1,423,747)	
80%	\$1,138,998 (284,749)	Funding at this level would result in a reduction of courtroom staff attorneys from 13 (thirteen) to 8 (eight) with a concurrent reduction in prosecution of 2,229 misdemeanor cases including petty theft, possession of drugs, prostitution, and some assaults.
95%	\$1,352,560 (71,187)	Funding at this level would result in a reduction of courtroom staff attorneys from 13 (thirteen) to 11 (eleven) with a concurrent reduction in prosecution of 502 misdemeanor cases including petty theft, possession of drugs, prostitution, and some assaults.
110%	\$1,566,122 142,375	Funding at this level would result in the addition of approximately 3 (three) attorneys to the misdemeanor unit which would bring the number of attorneys in court to 16 (sixteen). Full strength is eighteen. This would allow some of the backlog of cases to be disposed of and a continuation of prosecution of all misdemeanor offenses.

5/3/94

Impact of Funding Adjustments and Recommendations

Department: District Attorney
Program: Criminal & Civil Prosecution/Investigations

Impact of Funding Adjustments:

1993-94 Funding Level: \$2,125,315

% 1993-94 \$ Amount Impact

0% \$0 All case investigation functions of the District Attorney's Office would cease with the exception of the Welfare Fraud Unit and Child Support Division.

80% \$1,700,252 Funding at this level would theoretically result in a decrease of criminal investigative staff by 8 (eight) positions and would result in a concurrent reduction of approximately 1,100 case investigations handled and approximately 900 subpoenas served. Actually, any fiscal cuts imposed here would result in a reduction in the misdemeanor program.

95% \$2,019,049 Funding at this level would theoretically result in a decrease of criminal investigative staff by 2 (two) positions and would result in a concurrent reduction of approximately 275 case investigations handled and approximately 225 subpoenas served. Actually, any fiscal cuts imposed here would result in a reduction in the misdemeanor program.

110% \$2,337,847 Funding at this level would theoretically result in an increase of 4 (four) investigators' positions which would bring the unit up to the 1993 staff level but would leave the unit understaffed. The 110% level would allow badly needed staff to be assigned to the felony unit to avoid reducing the current level of service.

5/3/94

Impact of Funding Adjustments and Recommendations

Department: District Attorney

Program: Criminal & Civil Prosecution/Support

Impact of Funding Adjustments:

1993-94 Funding Level:	\$2,899,870
<u>% 1993-94</u>	<u>\$ Amount</u>
	<u>Impact</u>

0%		\$0 All support functions would cease.
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(2,899,870)

80%		\$2,319,896 Funding at this level would result in one telephone operator and 10 (ten) legal secretary positions being defunded. These staff reductions theoretically would result in approximately 13,000 telephone calls not handled and 48% of the secretarial workload not handled, including 10,170 of criminal complaints not filed. Actually, any fiscal cuts to this program would be absorbed first by the Misdemeanor Program.
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95%		\$2,754,877 Funding at this level would result in one telephone operator and 2 (two) legal secretary positions being defunded. These staff reductions theoretically would result in approximately 13,000 telephone calls not handled and 10% of the secretarial workload not handled, including 2,119 of criminal complaints not filed. Actually, any fiscal cuts to this program would be absorbed first by the misdemeanor program.
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110%		\$3,189,857 Funding at this level would allow the hiring of an MIS or information systems staff person and 4 (four) assistant investigator positions to research, apply for and administer federal/state grant funds, and to provide additional investigative support in preparing and prosecuting "Three Strikes, You're Out" cases, a newly developing caseload resulting from recent legislation.
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289,987

5/3/94

Impact of Funding Adjustments and Recommendations

Department: District Attorney
Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level:	\$331,610	
% 1993-94	\$ Amount	Impact
0%	\$0	All prosecutions would cease without the elected official or his assistant authorized to assume the duties (331,610) of the District Attorney. State law requires that a District Attorney exist in this jurisdiction.
80%	\$265,288 (66,322)	Theoretically, the impact would be a reduction of these positions to 80% time. Actually, any fiscal cuts to this program would be absorbed in the Misdemeanor program.
95%	\$315,030 (16,581)	Same as above.
110%	\$364,771 33,161	The two salaried positions which comprise administration have their salaries set by Annual Salary Standardization. Increasing the funding to 10% would therefore have no impact on this program.

5/3/94

PROGRAM and BUDGET RECOMMENDATIONS

DEPARTMENT No.: 5
DEPARTMENT NAME: Public Defender

Description of Services
and Performance
Measures

The mission of the Public Defender is to represent indigents in the San Francisco Courts in Misdemeanor, Felony, Juvenile, and Mental Health cases.

Restructuring or Other
Significant Changes:

None.

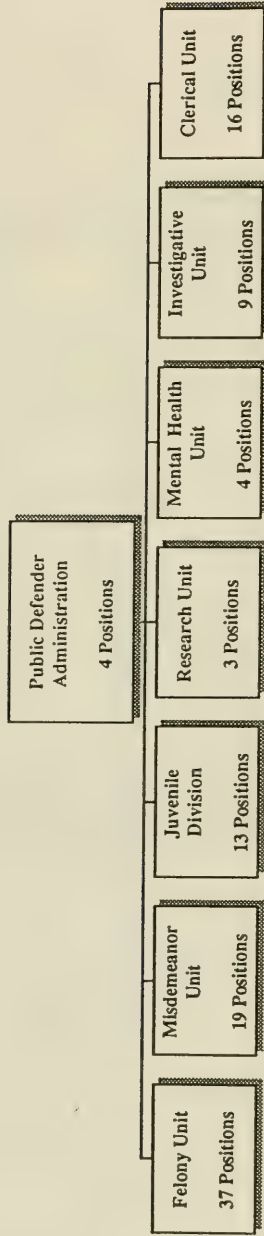
Significant Constraints on
Recommendations or
Policy Options (Consent
Decree, State or Federal
Law or Regulation, etc.)

Government Code Section 27706
Article 1, California Constitution
6th Amendment, U.S. Constitution
Charter Section 3.403

Major Policy Options

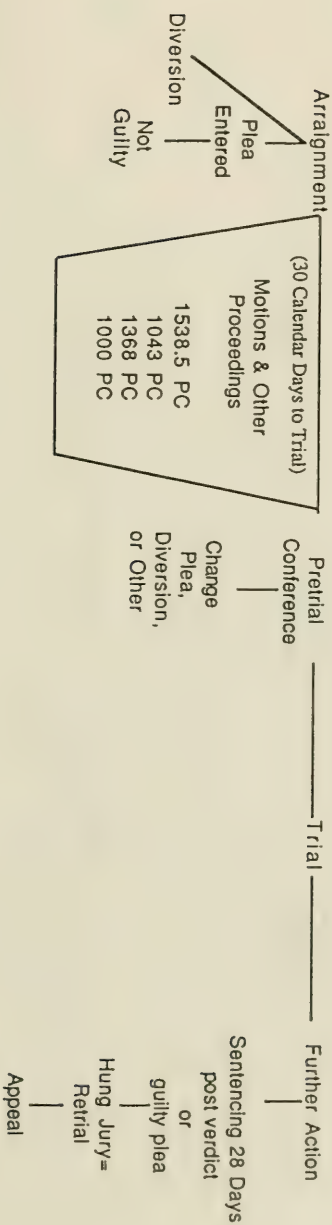
Establish a separate Public Defender function within the City or through a nonprofit organization to represent defendants who cannot be represented by the current Public Defender because of representation conflicts.

Public Defender



MISDEMEANOR PROCEDURE

MUNICIPAL COURT PROCEEDINGS



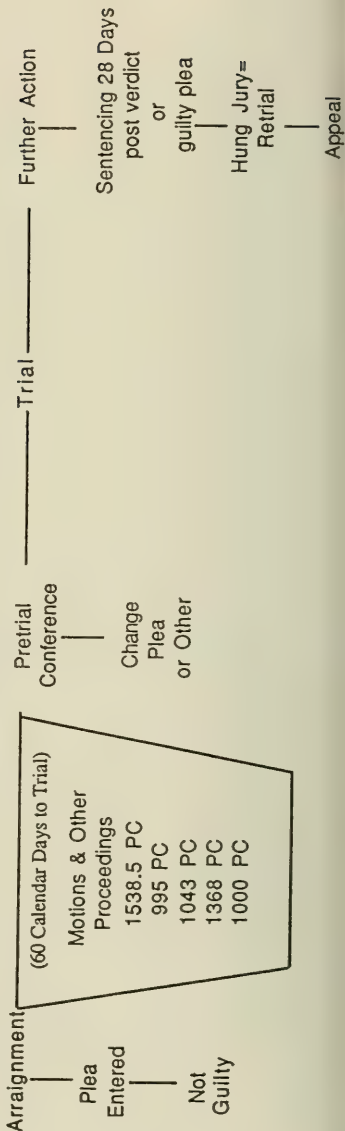
FELONY PROCEDURE

MUNICIPAL COURT

SUPERIOR COURT



SUPERIOR COURT PROCEEDINGS



Department: PUBLIC DEFENDER

Department Summary

Mission Statement:

The mission of the Public Defender is to represent indigents in the San Francisco Courts in Misdemeanor, Felony, Juvenile and Mental Health cases.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94		
	FTE	Costs	Revenues Net General Fund
1 Felony Unit	37 *	\$3,949,940	\$25,000
2 Misdemeanor Unit	19 *	1,571,167	\$3,924,940
3 Juvenile Division	13	942,793	\$1,571,167
4 Research Unit	3	310,357	\$942,793
5 Mental Health	4	405,869	\$310,357
6 Investigate Unit	9	700,822	\$405,869
7 Clerical Unit	16	794,833	\$700,822
8 Administrative	4	419,710	\$794,833
			\$419,710

Subtotal

105	\$9,095,491	\$25,000	\$9,070,491
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Capital Improvements

TOTAL	105	\$9,095,491	\$25,000	\$9,070,491
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1994-95

	1994-95 Expenditures			1994-95 Revenues		
	FTE	Department	Mayor	Budg. Analyst	Department	Mayor
1 Felony Unit	37 *	\$4,027,625	\$3,698,756	\$4,027,625		
2 Misdemeanor Unit	19	1,600,277	1,469,610	1,369,253	\$25,000	
3 Juvenile Division	13	964,135	885,410	964,135		\$25,000
4 Research Unit	3	316,307	290,480	316,307		
5 Mental Health	4	413,533	379,767	413,533		
6 Investigate Unit	9	713,256	655,016	713,256		
7 Clerical Unit	16	808,597	742,572	808,597		
8 Administrative	4	423,889	389,277	423,889		
TOTAL	105	\$9,267,619	\$8,510,888	\$9,036,595	\$25,000	\$25,000

* One Salary Savings Position

Sub-program Descriptions and Costs

Department: Public Defender Program: All Public Defender Programs

Programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Felony Unit	Represents all indigents accused of felonies except where a legal conflict of interest exists.	36	\$3,949,940	36	\$4,027,625
2 Misdemeanor Unit	Represents all indigents accused of misdemeanors except where a legal conflict of interest exists.	18	1,571,167	18	1,600,277
3 Juvenile Division	Represents juveniles charged with delinquent acts and status offenses except where a legal conflict of interest exists. Represents parents in dependency actions in Juvenile Court.	13	942,793	13	964,135
4 Research Unit	Provides legal research to Public Defender attorneys, including preparing motions, writs, and appeals.	3	310,357	3	316,307
5 Mental Health Unit	Represents mental health clients in the courts. Most cases involve the community's efforts to hospitalize or place an individual under some form of conservatorship.	4	405,869	4	413,533
6 Investigative Unit	Assists the Felony and Misdemeanor Units by interviewing witnesses and defendants, by issuing subpoenas, and by gathering various kinds of evidence.	9	700,822	9	713,256
7 Clerical Unit	Provides clerical support and word processing support to the attorneys and investigators in the Public Defender's office.	16	794,833	16	808,597
8 Administrative Unit	Manages the Public Defender's Office.	4	419,710	4	423,889

TOTAL

103 \$9,095,491 103 \$9,267,619

4/22/94

Performance Measures and Objectives by Sub-program

Department: Public Defender
Program: All Public Defender Programs

Programs ranked by department:

Objectives/Performance Measures:

	<u>1992-93</u>	<u>1993-94</u>
1 Felony Unit	35%	33%
State prison sentences not to exceed 35%		
Certified pleas not to exceed 60% of dispositions	61.4	57.4
Twelve hours of in-house training per attorney	13	14
2 Misdemeanor Unit	112	115
Minimum of 110 jury trials	15%	15%
Thirty percent dismissal rate	30%	33%
Minimum of 15 hours of in-house training per attorney		
3 Juvenile Division	7	15
Not more than 15 juveniles sent to the California Youth Authority		
Not more than 12 juveniles get tried as an adult (per statute 707 of the CA Welfare and Institutions Code)	7	14
Social Worker used in 25% of cases	25%	25%
4 Research Unit	1,690	1,680
All research requests performed before the hearing: writs, motions, appeals, and memorandums of law		
5 Mental Health Unit	66.5%	66%
Defeat 60% of new conservatorship cases	7%	7%
Restore 7% of conservatorships cases to sanity status	15%	15%
Community outpatient commitments		
6 Investigative Unit	800	900
Issue subpoenas within required time limits	2300	2500
Conduct interviews within required time limits	14	15
Fifteen hours of training per investigator, annually		
7 Clerical Unit	100%	100%
Twenty-four hour turnaround on typing requests	100%	100%
Files prepared for new cases	100%	100%
Spanish interpreters	100%	100%
8 Administration	100%	100%
100% compliance with budget deadline	100%	100%
100% weekly reporting by supervisors	100%	100%
100% payroll and bill payment timely	100%	100%
100% death penalty case accountings	100%	100%

Impact of Funding Adjustments and Recommendations

Department: Public Defender
Program: Felony Unit 1

Impact of Funding Adjustments:

1993-94 Funding Level: \$4,078,467

% 1993-94	\$ Amount	Impact
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80%	\$3,262,773	Representation for 3,000 out of 7,700 Felony Cases would be shifted to private counsel at a cost of (815,694) approximately \$4,000,000.
95%	\$3,874,543	Representation for 800 to 900 out of 7,700 Felony Cases would be shifted to private counsel at a cost of (203,924) approximately \$800,000 to \$1,200,000.
110%	\$4,486,314	Not requested.
	407,847	

4/19/94

Impact of Funding Adjustments and Recommendations

Department: Public Defender
Program: Misdemeanor Unit 2

Impact of Funding Adjustments:

1993-94 Funding Level:	\$1,622,290
% 1993-94	\$ Amount Impact
80%	\$1,297,832 Representation for 2,800 misdemeanor cases out of 8,800 such cases would be shifted to (324,458) private counsel at a cost of approximately \$800,000.
95%	\$1,541,175 Representation for 600 misdemeanor cases out of 8,800 such cases would be shifted to (81,115) private counsel at a cost of approximately \$160,000.
110%	\$1,784,519 Not requested. 162,229

4/19/94

Impact of Funding Adjustments and Recommendations

Department: Public Defender
Program: Juvenile Unit 3

Impact of Funding Adjustments:

1993-94 Funding Level:		\$973,471
% 1993-94	\$ Amount	Impact
80%	\$778,776 Representation for 800 Juvenile cases out of 2,500 cases would be shifted to private counsel (194,695) at a cost of approximately \$1,400,000.	
95%	\$924,797 Representation for 100 Juvenile cases out of 2,500 cases would be shifted to private counsel (48,674) at a cost of approximately \$180,000.	
110%	\$1,070,818 Not requested.	97,347

4/19/94

Impact of Funding Adjustments and Recommendations

Department: Public Defender
Program: Research Unit 4

Impact of Funding Adjustments:

1993-94 Funding Level: \$320,456

% 1993-94	\$ Amount	Impact
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80%	\$256,365	Only 1,000 of 1,700 research requests could be filled. Research activities would be shifted to individual felony and misdemeanor attorneys, thereby causing approximately 200 cases to be shifted to private counsel at a cost of approximately \$60,000 to \$80,000.
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95%	\$304,433	Only 1,550 of 1,700 research requests could be filled. Research activities would be shifted to individual felony and misdemeanor attorneys, thereby causing some cases to be shifted to private counsel at some cost to the City.
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110%	\$352,501	Not Requested.
	32,045	

4/19/94

Impact of Funding Adjustments and Recommendations

Department: Public Defender
Program: Mental Health Unit 5

Impact of Funding Adjustments:

1993-94 Funding Level:	\$419,076	
% 1993-94	\$ Amount	Impact
80%	\$335,260 (83,816)	Representation for 500 Mental Health cases out of 2,800 would be shifted to private counsel at a cost to the City of approximately \$150,000.
95%	\$398,122 (20,954)	Representation for 100 Mental Health cases out of 2,800 would be shifted to private counsel at some cost to the City.
110%	\$460,983 41,907	Not requested.

4/19/94

Impact of Funding Adjustments and Recommendations

Department: Public Defender
Program: Investigation Unit 6

Impact of Funding Adjustments:

1993-94 Funding Level: \$723,626

% 1993-94 \$ Amount Impact

80% \$578,900 Requests for 750 investigations and service of 300 subpoenas would be shifted to private (144,726) investigators at a cost of approximately \$250,000.

95% \$687,444 Requests for 200 investigations and service of 100 subpoenas would be shifted to private (36,182) investigators at a substantial cost to the City.

110% \$795,988 No request
72,362

4/19/94

Impact of Funding Adjustments and Recommendations

Department: Public Defender

Program: Clerical Unit 7

Impact of Funding Adjustments:

1993-94 Funding Level: \$820,696

% 1993-94	\$ Amount	Impact
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80%	\$656,556	Clerical staffing to courtroom attorneys, word processing of briefs, writs, and motions would be (164,140) substantially impaired resulting in attorneys doing their own clerical work and lowering their caseloads. Severe impairment of office functions making the City liable for legal malpractice.
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95%	\$779,661	Request for word processing to the attorneys and other support services would be impaired. (41,035)
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110%	\$902,765	Not requested. 82,069
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4/19/94

Impact of Funding Adjustments and Recommendations

Department: Public Defender

Program: Administrative Unit 8

Impact of Funding Adjustments:

	1993-94 Funding Level:	
	% 1993-94	\$ Amount
		Impact
80%		\$346,693 Budget, payroll, accounting, personnel hiring & promotions activities would be substantially curtailed. (86,674) Single case death penalty representation by the Public Defender and the Chief Attorney would not occur.
95%		\$411,698 Single case death penalty representation, payroll & bill paying would be impaired. (21,669)
110%		\$476,704 Not requested. 43,367

4/19/94

Department: TAX COLLECTOR

Overview

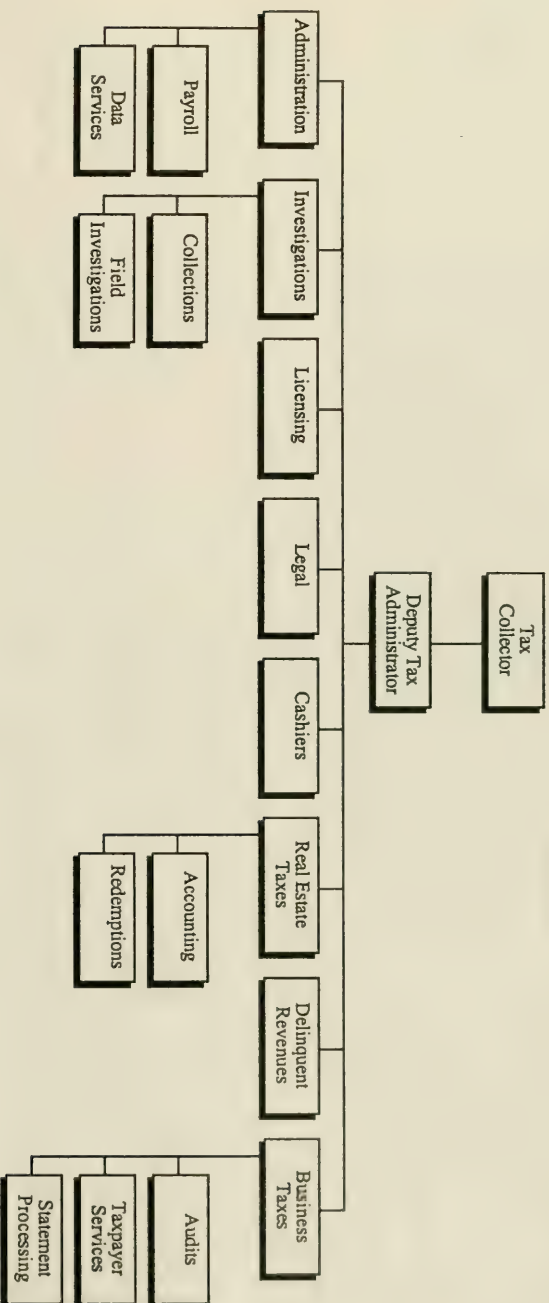
The chart on the next page shows the Tax Collector's organization. For purpose of this zero based analysis we have divided the Department's budget as follows: Business Tax, Delinquent Revenue and All Other Treasurer/Tax Collector Programs. The budgetary data presented in this report is based on the Phase C Department Request 1994-95 budget as of April 29, 1994.

The Tax Collector's Offices is responsible for billing and collection of real and personal property as well as the City's Business and Gross Receipts Tax, Hotel Tax, Parking Tax and other local taxes, licenses and permits. The Tax Collector is also responsible for auditing of businesses to insure that they are paying all required City taxes and fees.

The most significant change in the Tax Collector's Office is that the number of audits has been reduced due to time expended by audit staff on implementation of a new computer system for billings and collections of business taxes and due to budgetary reductions of clerical personnel in the fiscal year 1993-94 budget which has required audit personnel to do more clerical and administrative duties.

Unlike other departments to be reviewed in the zero based budget project, the Tax Collector's Office was limited to revenue producing opportunities. This review by the Mayor the Budget Analyst identified areas with increased revenue potential, reviewed these areas with the Department and the Controller's Office and are making recommendations to increase staffing in certain areas to generate increased revenues. Due to the time required to fill the positions, train the incumbents, conduct audits, resolve appeals and collect the increased revenues the Budget Analyst is not recommending that revenues be increased in fiscal year 1994-95 of more than the cost of certain positions, which the Budget Analyst is recommending. Due to the increased revenue potential in future years, however, the Budget Analyst is recommending some of the positions that the Department has requested.

Tax Collector's Office



Department Summary

Department: TAX COLLECTOR

Mission Statement:

- Receive and deposit all monies from taxes, licenses and other fees due to the City.
- Provide collection of delinquent accounts due to other City departments.

1993-94 Budgets by Program

1993-94				
Mayor's Budget Programs	FTE	Costs	Revenues	Net General Fund
1 Business Tax	41	\$3,191,104	\$0	\$3,191,104
2 Delinquent Revenue	39	\$2,572,393	\$0	\$2,572,393
3 All Other Programs	64	\$4,276,547	\$0	\$4,276,547
<i>Subtotal</i>	144	\$10,040,044	\$0	\$10,040,044
Capital Improvements		\$24,000		
TOTAL	\$144	\$10,064,044	\$0	\$10,040,044

1994-95

	1994-95 Expenditures			1994-95 Revenues*		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Business Tax	\$3,475,607	\$3,112,276	\$3,475,607	\$3,000,000		\$363,331
2 Delinquent Revenue	3,399,579	3,246,933	3,246,933	1,500,000		
3 All Other Programs	4,558,735	4,558,735	4,558,735			
TOTAL	\$11,433,921	\$10,917,944	\$11,281,275	\$4,500,000		\$363,331

* Only potential revenue increases are included in this table.

Sub-program Descriptions and Costs

Department: TAX COLLECTOR

Program: Business Tax

Sub-programs ranked by department: Description

	1993-94		1994-95	
	FTE	Cost	FTE	Cost
1 Management	1	\$127,227	1	\$124,907
1 Taxpayer Services	4	249,067	4	244,524
1 Statement Processing	7	438,154	7	430,163
<p>Administer & manages all aspects of business tax collections. Provides advice to taxpayers seeking assistance by telephone or in person. Processes incoming payments for business & payroll tax, hotel tax, vehicle rental fee, parking tax, utility user tax, stadium admission tax, roofers vehicle tag fee and cellular phone tax. Performs audits of businesses to insure maximum compliance with City tax ordinance. Six new positions are requested to perform office work and other support functions which are currently being performed by 5 Auditors and 1 Senior Auditor increasing revenues by as much as \$3.0 million.</p>				
1 Business Tax Audits	28	2,355,645	34	2,676,013

TOTAL	40	\$3,170,093	46	\$3,475,607
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Sub-program Descriptions and Costs

Department: TAX COLLECTOR
Program: Bureau of Delinquent Revenue

Sub-programs ranked by department: Description

		1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Delinquent Accounts	Collects delinquent accounts for the City hospitals and other City departments. Submits City creditor claims during escrow and bankruptcy proceedings and to the small claims court.	21	\$1,232,105	21	\$1,251,379
1 Investigations	Conducts field investigations and collections on delinquent unsecured property accounts and other delinquent business taxes. The Department estimates that the addition of three requests additional Collection Officer positions would result in increased revenues of at least \$1,500,000 annually.	19	1,213,552	22	1,385,182
1 Legal	Initiates civil collection suits and other legal measures to obtain payment of delinquent taxes and other City revenues	5	406,657	5	413,018
2 Acquire Automated Telephone Collection System	Acquisition of an automated phone collection system for a one time cost of \$350,000 that will increase productivity and allow improved monitoring and supervision of will result in increased revenues estimated by the department of at least \$350,000 annually.				350,000
TOTAL		45	\$2,852,314	48	\$3,399,579

Sub-program Descriptions and Costs

Department: TAX COLLECTOR

Program: Other Treasurer/Tax Collector Programs

Sub-programs ranked by department: Description

	1993-94		1994-95	
	FTE	Cost	FTE	Cost
1 Administration	10	\$1,257,865	12	\$1,228,596
1 Treasury	21	1,514,509	22	1,479,269
1 Property Tax	17	1,672,147	17	1,633,239
1 Licensing	15	727,947	15	711,009
1 Less Workorder Recoveries		(493,378)		(493,378)
<p>Administers all treasury and tax collection functions of the City. Deposits and invests all funds of the City and allocates interest earnings to the appropriate fund Responsible for preparation and mailing of real property tax bills and the collection and distribution of real property taxes to the City and other public agencies. Provides services to other departments for billing and collection for licenses. Amounts provided in support of the Tax Collectors operations from other funds.</p>				

TOTAL	63	\$4,679,090	66	\$4,558,735
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Department: ASSESSOR

Overview

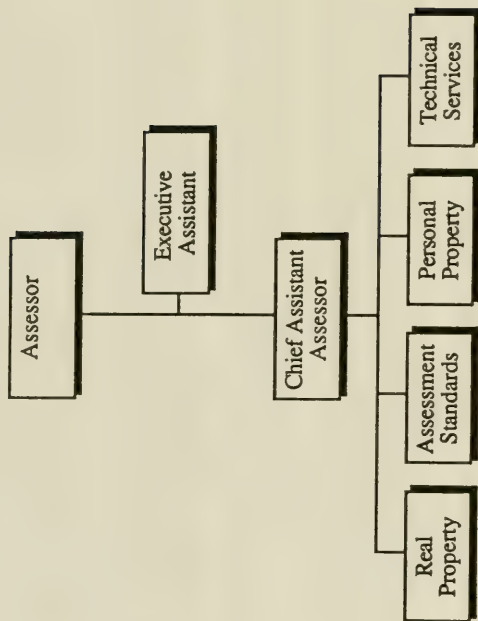
The chart on the next page shows the Assessor's organization. The Department is divided into five major programs as follows: Real Property, Personnel Property, Technical Services, Assessment Standards and Administration. The budgetary data presented in this report is based on the Phase C Department Request 1994-95 budget as of April 29, 1994.

The Assessor's Office is responsible for establishing the value of real and personal property within the City and County of San Francisco. These values are the basis for the City and County's property tax billings and collections. The department reviews over 169,000 parcels of real property and 55,000 personal property records annually.

The most significant change in the Assessor's Office is that the workload is significantly different than prior years. During fiscal year 1993-94 over 6,500 new assessment appeals were filed. The Assessor reports that, as a result of the large volume of assessment appeals and staff shortages, the regular workload (permits, sales, probates, possessory interest, etc.) has been backlogged. The effect has had an adverse impact on revenues to the City by delaying the enrollment of approximately 2,500 supplemental assessments, reflecting change of ownership and new construction.

Unlike other departments to be reviewed in the zero based budget project, the Assessor's Office was limited to revenue producing opportunities. This review by the Mayor and the Budget Analyst identified areas with increased revenue potential, reviewed these areas with the Department and the Controllers Office and are making recommendations to increase staffing in certain areas to generate increased revenues. Due to the time required to fill the positions, train the incumbents, perform the assessments, send out the tax bills and collect the increased revenues the Budget Analyst is not recommending that revenues be increased in fiscal year 1994-95 by more than the cost of certain positions which the Budget Analyst is recommending. Due to the increased revenue potential in future years, however, the Budget Analyst is recommending some of the positions that the Department has requested.

Assessor's Office



Department Summary

Department: ASSESSOR

5/7/94 15:44

Mission Statement:

- Responsible for establishing the value of real and personal property within San Francisco.
- Provides the necessary data to the Tax Collector's Office such that property taxes may be billed and collected.
- Responsible for auditing of businesses to verify the reported value of personal property.

1993-94 Budgets by Program

1993-94				
Mayor's Budget Programs	FTE	Costs	Revenues	Net General Fund
1 Real Property	38	\$2,600,806	\$0	\$2,600,806
2 Personal Property	34	\$1,939,679	\$0	\$1,939,679
3 Technical Standards	16	\$693,112	\$0	\$693,112
4 Assessment Standards	3	\$182,006	\$0	\$182,006
5 Administration	6	\$644,834	\$0	\$644,834
Subtotal	97	\$6,060,437	\$0	\$6,060,437

Capital Improvements

TOTAL	97	\$6,060,437	\$0	\$6,060,437
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1994-95

	1994-95 Expenditures				1994-95 Revenues*			
	Department	Mayor	Budg. Analyst		Department	Mayor	Budg. Analyst	
1 Real Property	\$2,738,702	\$2,332,021	\$2,738,702				\$406,681	
2 Personal Property	2,034,684	1,691,857	1,691,857					\$3,000,000
3 Technical Standards	652,548	652,548	652,548					\$300,000
4 Assessment Standards	191,751	191,751	191,751					
5 Administration	834,323	834,323	834,323					
TOTAL	\$6,452,008	\$5,702,500	\$6,109,181					\$3,300,000
								\$406,681

*Only potential revenue increases are included in this table.

Subprogram Descriptions and Costs

ASSESSOR

5/9/94 8:12

Sub-programs ranked by department:

		1993-94		1994-95	
Description		FTE	Cost	FTE	Cost
1 Real property	Assessment of all taxable real property and possessory interest property within San Francisco. Eight new positions are requested to eliminate the backlog of assessment appeals, increase assessment of possessory interests and audit additional building additions and improvements.				
1 Personal property	Assessment of personal property, trade fixtures and leasehold improvements. Two new Senior Auditor positions are requested by the department and additional funding is also requested to reinstate four auditor positions which were deleted in the fiscal year 1994-95 budget as submitted to the Mayor. The addition of the new senior auditor positions would improve the assessor's compliance with state mandated audits and generate increased revenues through discovery of escape assessments.	37	\$2,600,806	48	\$2,738,702
1 Technical services	Maintains & updates the assessment roll, administers all exemptions & public service programs.	33	1,939,679	34	2,034,684
1 Assessment standards	Reviews, identifies and values all real and personal property in for the Assessment Roll.	16	693,112	15	652,548
1 Administration	Provides centralized administrative and management services for the Assessor's office. Funding of one senior management assistant position, previously funded by the Port of San Francisco, to continue identification of potential assessment areas and one new management information systems position to determine and implement the automation needs of the Assessor's office are included in the Department's request.	3	182,006	3	191,751
		6	644,834	10	834,323

* Reflects reassignments during the fiscal year and the deletion of one unfunded position.

TOTAL	95	\$6,060,437	110*	\$6,452,008
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PROGRAM and BUDGET RECOMMENDATIONS

DEPARTMENT No.: 78
DEPARTMENT NAME: County Clerk-Recorder

Description of Services and Performance Measures

The mission of the County Clerk-Recorder is to protect the personal and property rights of the public by recording documents and providing constructive notice of such recordings as required by laws and regulations.

Restructuring or Other Significant Changes:

None.

Significant Constraints on Recommendations or Policy Options (Consent Decree, State or Federal Law or Regulation, etc.)

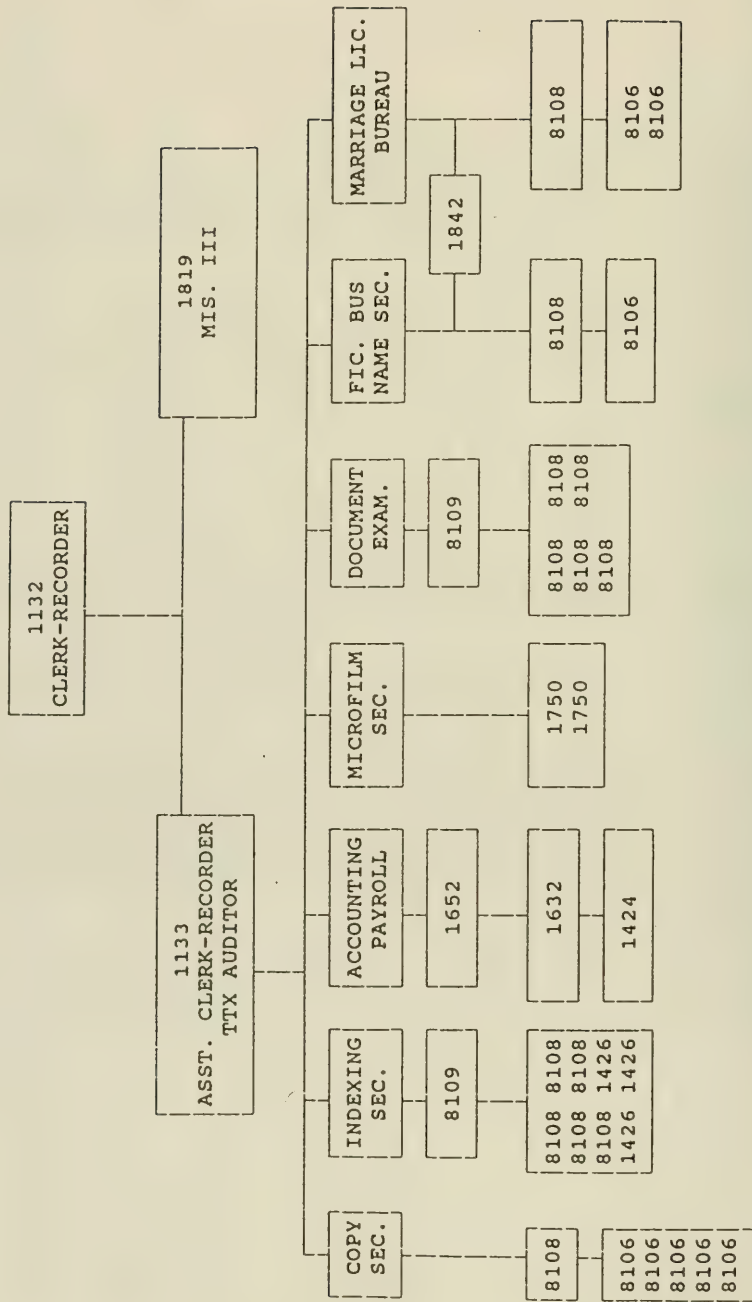
California Government Code Section 27361 requires that document be indexed within two days.

San Francisco Municipal Code Article 12C requires post audits on payment of transfer tax fees.

Major Policy Options

Convert an existing 8108 Senior Process Clerk position from the County Clerk Program (salary of \$35,365) to an 1823 Auditor (salary of \$47,893) to assist the Assistant County Clerk-Recorder in auditing various transfer tax documents. The County Clerk-Recorder estimates that by enhancing the transfer tax audit program, revenues to the City from delinquent transfer taxes would probably increase by approximately \$200,000, annually.

CLERK-RECORDER'S OFFICE ORGANIZATION CHART



Department: COUNTY CLERK-RECORDER

Department Summary

Mission Statement:

To protect the personal and property rights of the public by recording documents and providing constructive notice of such recordings as required by laws and regulations.

1993-94 Budgets by Program

1993-94				
Mayor's Budget Programs				
	FTE	Costs	Revenues	Net General Fund
1 Recorder				
General Fund	14	\$666,567	\$1,113,500	\$446,933
Micrographic Fund	3	162,602	190,000	27,398
Modernization Fund	5	370,665	460,000	89,335
Indexing Fund	2	40,304	150,000	109,696
2 County Clerk	7	279,755	684,000	404,245
3 Administration				
General Fund	3	156,953	0	(156,953)
Modernization Fund	1	74,658	0	(74,658)
Vital Statistics Fund	0	14,000	13,200	(800)
Subtotal	35	\$1,765,504	\$2,610,700	\$845,196
Capital Improvements				
TOTAL	35	\$1,765,504	\$2,610,700	\$845,196

1994-95

	1994-95 Expenditures			1994-95 Revenues		
	Department	Mayor	Budg. Analyst	Department	Mayor	Budg. Analyst
1 Recorder						
General Fund	14	\$583,643	\$564,945	\$583,643	\$1,303,500	\$1,503,500
Micrographic Fund	3	170,402	170,402	170,402	190,000	190,000
Modernization Fund	5	432,548	432,548	432,548	460,000	460,000
Indexing Fund	2	285,617	285,617	285,617	460,000	460,000
2 County Clerk	7	301,936	301,936	301,936	636,750	636,750
3 Administration						
General Fund	3	170,897	170,897	170,897	0	0
Modernization Fund	1	79,424	79,424	79,424	0	0
Vital Statistics Fund	0	14,000	14,000	14,000	14,000	14,000
Subtotal	35	\$2,038,467	\$2,019,769	\$2,038,467	\$3,064,250	\$3,264,250
Capital Improvements						
TOTAL	1	\$2,038,467	\$2,019,769	\$2,038,467	\$3,064,250	\$3,264,250

Sub-Program Descriptions and Costs

Department: County Clerk-Recorder
Program: Recorder

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1	Document examining	7	\$496,413	7	\$591,957
	Determine the acceptability of all documents presented for recording. Collect all fees and taxes.				
2	Microfilm section	2	110,606	2	113,176
	Microfilm all recorded documents for archival purposes, staff, the general public and customers who purchase. Maintenance of micrographic equipment.				
3	Document indexing	6	320,453	6	368,166
	Input information as required by law from all recorded documents into the Recorder's general index within two business days after the date of recordation.				
4	Customer service & copy section	4	219,141	4	179,088
	Issue copies of documents and maps. Assist customers in the researching of public records.				
5	Accounting-payroll	1	61,189	1	43,360
	Register balancing, cashier cage reconciliation and tracking of accounts receivables. Handle collection of NSF checks.				
6	Modernization of Old Records & Indices	4	175,035	4	174,463
	Convert records from 1906-1973 into microfiche format to significantly speed up research time for staff and public.				
TOTAL		24	\$1,382,837	24	\$1,472,210

4/22/94

Performance Measures and Objectives by Sub-Program

Department: County Clerk-Recorder
Program: Recorder

<i>Sub-programs ranked by department:</i>	<i>Objectives/Performance Measures:</i>	<u>1993-94</u>	<u>1994-95</u>
1 Document examining	Examine and record all submitted documents in a timely manner.	275,000	300,000
2 Microfilm section	Microfilm all recorded documents in same day. Expand micrographic services.	275,000	300,000
3 Document indexing	Index all recorded documents in two business days. Increase the number of remote access users of our recording data.	275,000	300,000
4 Customer service and copy	Provide certified copies of recorded documents to the public as required by law. Mail back all recorded documents within five business days.	395,000	425,000
5 Accounting	Ensure full compliance of mandated fees and regulations.	N/A	N/A
6 Modernization of old records and indices.	Convert records from 1906-1973 into microfiche format.	N/A	N/A

4/16/94

Impact of Funding Adjustments and Recommendations

Department: County Clerk-Recorder
Program: Recorder

Impact of Funding Adjustments:

1993-94 Funding Level: \$1,240,138

<u>% 1993-94</u>	<u>\$ Amount</u>	<u>Impact</u>
80%	\$992,110 (248,028)	Documents presented for recording could not be indexed within two business days. This means that the Department could not guarantee a timely index as defined by ordinance. This translates into a minimal loss of revenue of \$300,000 annually. Also, most micrographic services to the public would be eliminated and this means a loss of \$200,000 annually. Customer service and copy service would be severely curtailed. The reduction in service is impossible to quantify, however, the public will not be able to obtain documents in a timely manner as required by law thereby setting the City up for potential liability.
95%	\$1,178,131 (62,007)	Micrographic services to the public would be virtually eliminated. This means a loss of \$200,000 annually.
110%	\$1,364,152 124,014	Additional monies would be used to upgrade the self-service portion of the office. Because the volume of documents and requests is increasing annually at about 10% to 15%, in order for existing staff to handle the increasing volume, the microfiche and microfilm machines need to be replaced. This will free up staff so the Department can handle public requests in a timely manner as authorized by law. At present, existing staff is barely holding its own; a major reason being the time spent on assisting taxpayers with our outdated machines.

Sub-Program Descriptions and Costs

Department: County Clerk-Recorder
Program: County Clerk

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Marriage License	Register, index, and manage the issuance of public and confidential marriage licenses	2.5	\$99,855	2.5	\$107,773
2 Certified copies	Search, copy, and certify copies of public and confidential marriage licenses	1.5	57,797	1.5	62,380
3 Civil Ceremonies	Set up appointment, manage, and perform civil ceremonies	0.25	11,277	0.25	12,171
4 Domestic Partnership	File, and manage the issuance of domestic partnerships	0.25	9,109	0.25	9,831
5 Fictitious Business	File, index, and manage the registration of fictitious business name statements	1.5	61,704	1.5	66,596
6 Notary Public	File, index, and conduct oath of offices	0.75	30,904	0.75	33,355
7 License Registration	File and log process servers, professional photocopies, unlawful detainers, and authenticate officials signatures	0.25	9,108	0.25	9,830

TOTAL		7	\$279,754	7	\$301,936
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4/16/94

Performance Measures and Objectives by Sub-Program

Department: County Clerk-Recorder

Program: County Clerk

<u>Sub-programs ranked by department:</u>	<u>Objectives/Performance Measures:</u>	<u>1993-94</u>	<u>1994-95</u>
1 Marriage License	Issued within 45 minutes	8,316	10,000
2 Certified Copies	Issued within 30 minutes	11,000	11,200
3 Civil Ceremonies	Performed at requested day and time	2,522	2,600
4 Domestic Partnerships	Filings completed within 30 minutes	435	500
5 Fictitious Business Name	Filed within 30 minutes	11,790	11,000
6 Notary Public	Processed within 30 minutes	1,200	1,200
7 License Registration	Processed and issued Identification within 40 minutes	8,855	8,855

4/16/94

Impact of Funding Adjustments and Recommendations

Department: County Clerk-Recorder
Program: County Clerk

Impact of Funding Adjustments:

1993-94 Funding Level: \$279,755

<u>% 1993-94</u>	<u>\$ Amount</u>	<u>Impact</u>
80%	\$233,804 (55,951)	The Fictitious Business Name (FBN) Section would cease to provide the following services: validation of notaries, filing of abandonments and withdrawals, issuance of certified copies, filing oath of offices, license registrations, and decrease the number of FBN filings accepted for each day. (These are all mandated services.) Marriage License Bureau would cease to provide: authorization to notary public's to issue confidential marriage licenses, issuance of duplicate marriage licenses, indexing of marriage information, issuances of certified copies, sending out notices for unreturned licenses, reporting to the State. (These are mandated services.) Also, eliminate a non-mandated service of performing civil ceremonies.
95%	\$265,767 (13,988)	Certified copies of marriage records would not be issued on bank note paper. MIS troubleshooting and maintenance service could only be provided on a work-order basis. Elimination of mandated services of tracking fees and reporting to the State.
115%	\$320,665 40,910	Money would be used to upgrade and purchase computer equipment to allow us to do the following: Send out notices to customers a month prior to the expiration of their fictitious business name statements which could increase revenues by \$27,000. Ensure that upon issuance of a marriage license, the couple is asked whether they would like to prepay a certified copy of their marriage license upon registration. Projected increase in revenue by at least \$38,253, a fifty percent increase. Switch to an optical disk system to facilitate customer research area in order to alleviate the amount of staff time needed to assist the public. Estimate a 3% decrease of staff time.

Sub-Program Descriptions and Costs

Department: County Clerk-Recorder Program: Administration

Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1	Office of County Recorder	1.5	\$131,447	2	\$164,623
	Administer and manage all aspects of the department's operations.				
2	Transfer tax auditing	0.5	26,895	1	57,274
	Audit 50% of the reviewing documents				
3	Accounting, Sales, Personnel	1	54,005	1	56,201
	Prepare accounting documents, reconcile FAMIS reports, prepare payroll and personnel documents, handle purchasing and administer contracts, handle microfilm and computer tape sales.				
4	Secretary/Reception	1	33,264	1	39,151
	Answer phones, provide information, provide secretarial assistance to County Clerk-Recorder and his assistant.				
TOTAL		4	\$245,611	5	\$317,249

4/22/94

Performance Measures and Objectives by Sub-Program

Department: County Clerk-Recorder

Program: Administration

Sub-programs ranked by department:

Objectives/Performance Measures:

		<u>1993-94</u>	<u>1994-95</u>
1 Office of County Clerk-Recorder	Ensure full compliance of mandated rules and regulations	N/A	N/A
2 Transfer tax auditing	# of instruments audited	5%	5%
3 Accounting, Sales, Personnel	Ensure full compliance of mandated fees and regulations	N/A	N/A
4 Secretary/Reception	Answer phones in a timely manner and assist administration	N/A	N/A

4/16/94

Impact of Funding Adjustments and Recommendations

Department: County Clerk-Recorder
Program: Administration

Impact of Funding Adjustments:

1993-94 Funding Level: \$245,611

<u>% 1993-94</u>	<u>\$ Amount</u>	<u>Impact</u>
80%	\$196,489 (\$49,122)	County Clerk - The Recorder and his assistant could not concentrate on the administration of the department because they would have to assist the public. This would greatly affect the Department's operation and efficiency. The Department would cease to provide receptionist services and customer services. There would be a reduction of transfer tax auditing to below mandated levels to 2.5% from 5%. A minimal loss in revenue of \$80,000 annually. This amount did not take into consideration the decrease in voluntary compliance as there is a direct correlation between audit levels and voluntary compliance. (A decrease in auditing equals a decrease in voluntary compliance.)
95%	\$233,330 (\$12,281)	Reduce reception and secretarial services by one-third. Affect the Department's operation and efficiency since the Recorder and his assistant would need to assist public more frequently. There would be a reduction of transfer tax auditing to below mandated levels to 3.5% from 5%. A minimal loss in revenue of \$40,000 annually. This amount did not take into consideration the decrease in voluntary compliance as there is a direct correlation between audit levels and voluntary compliance. (A decrease in auditing equals a decrease in voluntary compliance.)
110%	\$300,358 (\$54,747)	An additional auditor would allow transfer tax auditing to a minimum of 50% of the transfer instruments compared to the mandated 5%. Estimate an increase in transfer tax revenue of at least \$150,000. This amount does not take into consideration the increase in voluntary compliance. (An increase in auditing equals an increase in voluntary compliance.)

007
BOARD of SUPERVISORS



City Hall
San Francisco 94102
554-5184

May 4, 1994

1111
NOTICE OF MATTER CALLED OUT OF COMMITTEE

TO WHOM IT MAY CONCERN:

/// Notice is hereby given that the following matter has been called out of the Budget Committee:

File 97-94-18. [Dept. of Social Services, General Grant Levels]
Ordinance amending Administrative Code by amending Section 20.57
(General Assistance Ordinance), relating to the computation of aid
grants. (Department of Social Services)

The above item will appear on the Board of Supervisors' calendar for its meeting of Monday, May 9, 1994, at 2:00 p.m., in the Legislative Chamber, Second Floor, City Hall, at which time it will be considered by the full Board.

A handwritten signature in cursive script that reads "John L. Taylor".
John L. Taylor
Clerk of the Board

BUDGET COMMITTEE
BOARD OF SUPERVISORS
ROOM 235, CITY HALL
SAN FRANCISCO, CA 94102

IMPORTANT HEARING NOTICE

Bill Lynch
Documents Section
SF Public Library-Main Branch
Civic Center
San Francisco CA

D 4524

SF
5/11/94
#2
111 CALENDAR ACTION
TAKEN

BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

DOCUMENTS DEPT.

AUG 27 1996

SAN FRANCISCO
PUBLIC LIBRARY

WEDNESDAY, MAY 11, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 97-94-17. [Fees, Reproducing Records & Environmental Review] Ordinance amending Administrative Code, by amending Sections 8.28 and 31.46A, to amend fees for reproducing records, to increase fees, modify fees and extend the period certain fees are charged for environmental review procedures. (Supervisors Alioto, Bierman, Hsieh)

ACTION: Hearing held. RECOMMENDED. (Supervisors Alioto, Bierman, Hsieh added as sponsors)

2. File 115-94-4. [Planning Department, New Fees] Ordinance amending City Planning Code by amending Articles 2, 3.5A and 9, to impose new fees, change the amount of fees currently charged relating to Department of City Planning actions, activities and services. (Supervisors Alioto, Bierman, Hsieh)

ACTION: Hearing held. RECOMMENDED. (Supervisors Alioto, Bierman, Hsieh added as sponsors)

3. File 65-94-5.1. [Candlestick Park, Cigarette Advertising, Sony] Resolution urging Mayor Frank Jordan and the San Francisco Recreation and Park Commission to remove all cigarette advertising from Candlestick Park. (Supervisors Alioto, Hsieh, Bierman)
(Continued from 5/4/94)

ACTION: Amendment of the Whole (as presented by Supervisor Alioto) accepted. Same title. RECOMMENDED AS AMENDED. (Supervisors Hsieh and Bierman added as cosponsors)

4. File 100-94-7.1 [Zero Base Budget Report] Hearing to consider the Budget Analyst's "Zero Base Budget Report". (Supervisors Hsieh, Alioto)

ACTION: Hearing held. Consideration continued to call of the chair. (Supervisor Alioto added as cosponsor)

**BOARD OF SUPERVISORS****BUDGET ANALYST**

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

May 9, 1994

TO: Budget Committee

FROM: Budget Analyst

SUBJECT: May 11, 1994 Budget Committee Meeting

Item 1 - File 97-94-17

Department: City Planning

Item: Ordinance amending the San Francisco Administrative Code by amending Chapter 8, Section 8.28 and Chapter 31 Section 31.46A to reduce fees for reproducing records, increase various other fees and to increase a surcharge imposed on various fees and extend the period for charging such surcharge, which otherwise would expire.

Description: Chapter 8, Section 8.28, which authorizes the Department of City Planning to charge fees for reproducing public records, would be amended under the proposed ordinance as follows:

<u>Type of Record</u>	<u>Existing Fee</u>	<u>Proposed Fee</u>
Photocopy of any record not exceeding 8 1/2 " by 14" (per page)	\$0.25	\$0.10
Photocopy of any record exceeding 8 1/2" by 14" (per page)	\$0.50	\$0.10

Mr. Alec Bash of the City Planning Department advises that the Department is proposing a decrease in the two above-noted fees to reflect provisions of the "Sunshine Ordinance", which

was enacted to facilitate public access to public records. Mr. Bash advises that the current annual revenues generated by these fees totals approximately \$1,600. According to Mr. Bash, the estimated annual revenues that would be generated based on the proposed reduced fees is approximately \$1,000 which is \$600 or 38 percent less than the \$1,600 currently generated.

Chapter 31, Section 31.46A of the Administrative Code, which establishes the basic fees which are charged by the Department of City Planning for various activities and services (i.e., evaluation of construction projects and preparation of environmental impact reports), would be amended to provide for the following fee modifications:

1. In addition to the basic fee charged for an environmental impact report, the proposed amendment would provide that applicants would also be billed by the City Planning Department for time and materials to cover any costs incurred in excess of the fee specified. The current fee charged for the preparation of an environmental impact report ranges from \$16,000 for each 200 hours of staff time or fraction thereof for projects with an estimated construction cost of less than \$200,000 to \$84,554 plus .01 percent of the cost over \$100,000 for projects with an estimated construction cost of \$100,000,000 or more.

Mr. Bash advises that the purpose of the above-noted amendment is to have applicants pay for time and materials for the hours actually expended by Department staff, rather than have them pay for 200 hour increments or a fraction thereof, as is currently the case.

2. Section 31.46A currently provides that for an appeal to the City Planning Commission, regarding an environmental determination, a fee of \$200 shall be charged by the City Planning Department to the appellant (person who disputes an environmental determination), and an additional fee shall be paid by the project applicant based on the time and materials the Department expends in responding to the appeal, up to twice the initial fee paid by the project applicant. Such fees would range from a minimum of \$950 for project construction estimated at under \$10,000 to a maximum of \$53,000 for project construction estimated at \$100,000,000. The proposed amendment would add language which provides that such additional fee shall not exceed "three times" the initial fee paid by the project applicant.

Mr. Bash reports that the purpose of the proposed above-noted amendment is to fully recover the Department's costs involved in processing controversial projects.

3. Section 31.46A currently provides that for the preparation of Environmental Impact Reports (EIRs), subsequent to the initial EIR, the City Planning Department shall charge two-thirds of the fee that would be required for a full environmental impact report on the same project. Currently, there is no charge for time and materials beyond this specified amount. As previously noted, the current amount charged for preparation of an environmental impact report ranges from \$16,000 for each 200 hours of staff time or fraction thereof for projects with an estimated construction cost of less than \$200,000 to \$84,554 plus .01 percent of the cost over \$100,000 for projects with an estimated construction cost of \$100,000,000 or more. The proposed amendment would add language which would provide that in addition to the charge of two-thirds of the fee that would be required for a full environmental impact report, the applicant would also be charged for "time and materials for any costs in excess of that amount".

Mr. Bash advises that the purpose of the proposed above-noted amendment is to fully recover the Department's costs incurred in reviewing controversial projects.

4. Section 31.46A currently provides that for a reevaluation of a modified project for which a negative declaration has been prepared, the City Planning Department shall charge one-third of the fee that would be required for an initial evaluation, plus time and materials for any costs incurred in excess of that amount, when the reevaluation results in a determination that no new environmental document must be prepared. The current fee required for an initial evaluation ranges from \$950 where the estimated construction cost of the project is less than \$10,000 to \$53,189 plus .003 percent of the cost over \$100,000 for projects where the estimated cost of construction is \$100,000,000 or more. Where there is no construction cost involved, the fee is \$950. The proposed amendment would change the amount of the fee charged from one-third of the fee that would be required for an initial evaluation to "the same fee (\$950) as charged for an initial evaluation for projects with no construction cost", plus time and materials for any costs incurred in excess of the \$950, when the reevaluation results in a determination that no new environmental document must be prepared.

Mr. Bash advises that the purpose of the proposed above-noted amendment is to fully recover the Department's costs incurred in reevaluating modified projects.

5. Section 31.46A currently stipulates that the City Planning Department shall charge \$150 for the preparation of a Certificate of Exemption from Environmental Review. The proposed amendment would add language specifying that a Certificate of Exemption from Environmental Review would include "determining that a project is categorically exempt, statutorily exempt, ministerial/non-physical, an emergency, or a planning and feasibility study". Additionally, the proposed amendment would provide that the \$150 fee shall be increased to cover any costs incurred in excess of the \$150, "based on time and materials expended".

Mr. Bash reports that the purpose of the above-noted amendment is to fully recover the Department's costs incurred in reviewing such projects.

The proposed ordinance would also replace a current surcharge, on environmental review fees, of eight percent that expires on June 30, 1994, with a ten percent one-year surcharge. The proposed surcharge will enable the Department of City Planning to (1) recover the costs incurred by the Department in developing and implementing the hardware and software systems required to computerize activities associated with the Department's processing of permit applications and (2) pay for costs associated with required operations and maintenance for the Department now located at 1660 Mission Street. The latter costs include janitorial services, security services and utilities. According to the Department of City Planning, the current eight percent surcharge is projected to generate \$58,000 in annual revenues. The proposed ten percent surcharge is projected to generate an additional \$14,000 in annual revenues, bringing the total amount of annual revenues generated to \$72,000. The proposed ten percent surcharge would remain in effect until June 30, 1995.

In addition to the above-noted proposed fee modifications and the proposed increase in the surcharge, the proposed ordinance would also amend Section 31.46A to provide that fraternal, charitable, benevolent or other non-profit organizations may defer payment of basic planning fees to (1) the time of issuance of the building permit, before the building permit is released to the applicant or (2) within one year of the date of completion of the environmental review document, whichever is sooner, provided that the application is for the development of

residential units all of which units are affordable to low and moderate income households. Currently, such organizations may only defer payment of basic planning fees to the time of issuance of the building permit, before the building is released to the applicant.

Mr. Bash reports that the purpose of the above noted proposed amendment is to ensure the full recovery of costs even if a building permit is never issued.

Comments:

1. The revenues from the eight percent surcharge noted above were designated by the City Planning Department to be used for computer acquisition. The City Planning Department is now proposing to use the proposed ten percent surcharge to pay for required operations and maintenance costs at the 1660 Mission Street building, as well to pay for additional computer acquisition. Ms. Martha Kessler of the City Planning Department advises that, although the proposed ordinance would only extend this surcharge for one more year, through June 30, 1995, these costs represent on-going costs for the Department which may require the continuation of the surcharge for an undetermined period.

2. Overall, according to the City Planning Department, the proposed changes to fees would result in less than a \$1,000 increase in annual revenues. Attached is a summary of all the proposed fee modifications prepared by the City Planning Department including the existing fees, the proposed fee modifications, the percentage increases, the estimated additional fee increases, and the current annual fee revenues.

3. Item 2, File 115-94-4 of this report is a proposed ordinance which would amend the City Planning Code to impose new fees, to change the amount of fees currently charged, to increase a surcharge imposed on various planning fees and to extend the period for charging such surcharge. This proposed ordinance (File 115-9-4) in conjunction with the proposed ordinance (97-94-4) which is the subject of this report are both aimed at (1) permitting the City Planning Department to achieve full cost recovery for services provided and (2) authorizing the continuation of surcharges to pay for computer acquisition and to pay for required operations and maintenance at the 1660 Mission Street building.

Recommendation: Approval of the proposed ordinance is policy matter for the Board of Supervisors

BOARD OF SUPERVISORS
BUDGET ANALYST

**SUMMARY OF PROPOSED FEE MODIFICATIONS
BOARD OF SUPERVISORS FILE NO. 97-94-17**

FEE CATEGORY	CURRENT FEE	PROPOSED FEE	% age
1) Photocopying <i>Revenue Impact— Minimal, decrease from \$1600 to \$1000</i>	25¢ and 50¢ per page, depending upon page size	10¢ per page	-60% to -80%
2) Environmental			
Environmental Impact Reports	Initial Fee plus Time and Materials for <u>each 200 hours of staff time or fraction thereof</u>	Initial Fee plus Time and Materials	NA
Appeal of Environmental Determination	Appellant pays \$200; Project Applicant pays up to <u>two</u> times initial application fee	Appellant pays \$200; Project Applicant pays up to <u>three</u> times initial application fee	0 to 50%
Subsequent Environmental Impact Reports	Two-thirds Initial Fee	Two-Thirds Initial Fee <u>plus Time and Materials</u>	NA
Reevaluation of Modified Project	<u>One-third Initial Fee plus Time and Materials</u>	\$950 plus Time and Materials	NA
Certificates of Exemption	\$150	\$150 <u>plus Time and Materials</u>	NA
Affordable Housing Projects	Fee due at time of issuance of building permit	Fee due at time of issuance of building permit, <u>or within one year of action on environmental document, whichever comes first.</u>	NA
<i>Revenue Impact-Minimal, these adjustments have counterbalancing effects on Current Revenues of \$721,000</i>			
3) Computer and Operations/Maintenance Surcharge <i>Revenue Impact—Increase from \$58,000 to \$72,000</i>	8% Surcharge on Applications	10% Surcharge on Applications	25%

Item 2 - File 115-94-4

Department: City Planning

Items: Ordinance amending the City Planning Code by amending Articles 2, 3.5A and 9 to impose new fees, to change the amount of fees currently charged, to increase a surcharge imposed on various planning fees and to extend the period for charging such surcharge, which otherwise would expire.

Description: The proposed ordinance would amend Articles 2, 3.5A and 9 of the Planning Code by (1) increasing fees and imposing new fees for various Planning Commission applications and variance hearing applications, (2) by increasing fees for transportation reviews associated with project applications, and (3) by increasing the surcharge imposed on various planning permit fees. This surcharge would be increased for the purpose of enabling the Department to (a) recover costs incurred to develop and implement hardware and software computer systems associated with the Department's processing of permit applications and (b) pay for costs associated with required operations and maintenance of Department space at 1660 Mission Street (i. e., janitorial, security, and utilities).

Presently, the City Planning Department recovers an average of approximately 77 percent of its costs for various fees charged for (1) administrative services, (2) Planning Commission and variance hearing applications (3) permit applications and (4) transportation review applications associated with various projects, based upon the Department's 1994 overhead rate. The Department is now proposing to adjust these fees to recover 100 percent of its costs. The proposed ordinance would amend Article 3.5A Sections 351, 352, 355, 356 and 357 of the Municipal Code to increase the following fees:

<u>Type of Service/Activity</u>	<u>Existing Fee</u>	<u>Proposed Fee</u>	<u>Percentage Increase</u>
<u>Administrative Services</u>			
<u>Monitoring Projects</u>	\$110 for two hours of staff time plus time and materials beyond two hours	\$142 for two hours of staff time plus time and materials beyond two hours	29
<u>Notices of Special Restrictions</u>	\$60	\$71	18

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BUDGET ANALYST

<u>Type of Service/Activity</u>	<u>Existing Fee</u>	<u>Proposed Fee</u>	<u>Percentage Increase</u>
<u>Policy and Code Review</u>	\$110 for two hours of staff time plus time and materials beyond two hours	\$142 for two hours of staff time plus time and materials beyond two hours	29
<u>Research Services and Data Requests</u>			
Minimum for first hour of staff time	\$27.50 plus \$27.50 for each subsequent 1/2 hour of staff time	\$36 plus \$36 for each subsequent 1/2 hour of staff time	31
<u>Zoning Administrator Written Determinations</u>			
Minimum for first hour of staff time	\$55 plus \$55 for each subsequent hour of staff time	\$71 plus \$71 for each subsequent hour of staff time	29
<u>Zoning Certifications</u>			
Minimum for first hour of staff time	\$55 plus \$55 for each subsequent hour of staff time	\$71 plus \$71 for each subsequent hour of staff time	29
<u>Commission and Variance Hearing Applications</u>			
<u>Conditional Use & Coastal Zone Permit Applications</u>			
Estimated Construction Costs:			
Less than \$10,000	\$600	\$800	33
\$10,000 to \$999,999	\$750 plus .34 % of costs over \$10,000	\$1,000 plus .46% of costs over \$10,000	33
\$1,000,000 to \$4,999,999	\$4,121 plus .39 % of costs over \$1,000,000	\$5,516 plus .55 % of costs over \$1,000,000	34
\$5,000,000 to \$9,999,999	\$19,889 plus .34% of costs over \$5,000,000	\$27,670 plus .46% of costs over \$5,000,000	39

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BUDGET ANALYST

<u>Type of Service/Activity</u>	<u>Existing Fee</u>	<u>Proposed Fee</u>	<u>Percentage Increase</u>
\$10,000,000 to \$29,999,999	\$36,912 plus .17% of costs over \$10,000,000	\$50,476 plus .24% of cost over \$10,000,000	37
\$30,000,000 to \$49,999,999	\$71,795 plus .11% of costs over \$30,000,000	\$99,346 plus .15% of costs over \$30,000,000	38
\$50,000, to \$99,999,999	\$93,297 plus .07% of costs over \$50,000,000	\$128,668 plus .1% of costs over \$50,000,000	38
\$100,000,000 or more	\$129,135 plus .02% of costs over \$100,000,000	\$177,538 plus .03% of costs over \$100,000,000	37
No Construction Cost	\$750 plus time and materials in excess of fee paid	\$1,000 plus time and materials in excess of fee paid	33
<u>Discretionary Review Request</u>	\$75	\$125	67
<u>Institutional Master Plan</u>			
Full Institutional Master Plan or Substantial Revision	\$5,500 for first 100 hours of staff time plus time and materials beyond 100 staff hours	\$8,400 for first 100 hours of staff time plus time and materials beyond 100 staff hours	53
<u>Abbreviated Institutional Master Plan</u>	\$550 for first 5 hours of staff time plus time and materials beyond first 5 hours	\$840 for first 10 hours of staff time plus time and materials beyond first 10 hours	(24)
<u>Permit Applications</u>			
<u>Back-Check Fee for Permit Revisions</u>	\$55 per hour	\$71 per hour	29
<u>Design Guidelines/Code-Complying Recommendations</u>	\$110 plus time and materials beyond 2 hours	\$168 plus time and materials beyond 2 hours	53

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<u>Type of Service/Activity</u>	<u>Existing Fee</u>	<u>Proposed Fee</u>	<u>Percentage Increase</u>
<u>Demolition Applications</u>			
Requiring Landmarks Preservation Advisory Board Action	\$550 plus time and materials beyond 10 hours	\$710 plus time and materials beyond 10 hours	29
<u>Fire, Police & Health Department Permit Applications</u>			
	\$45	\$45 plus time and materials in excess of one hour	-
<u>Preservation Applications</u>			
Amendment, Rescission, or Designation of Historical District	\$400	\$1,000 plus time and materials in excess of fee paid	150
<u>Transportation Review Applications</u>			
<u>Initial Transportation Assessment</u>	\$110	\$142	29
<u>Transportation Study</u>	\$4,400 plus time and materials incurred beyond initial fee	\$5,680 plus time and materials incurred beyond initial fee	29

The Department of City Planning reports that the current annual revenues generated by the above-noted fees totals approximately \$2.48 million. According to Mr. Alec Bash of the Department of City Planning, the proposed increases in these fees is estimated to generate an additional \$27,500 in revenues.

The proposed ordinance would also replace a current surcharge, on planning fees, of eight percent that expires on June 30, 1994, with a ten percent one-year surcharge, a 25 percent increase in this surcharge. The proposed surcharge will enable the Department of City Planning to (1) recover the costs incurred by the Department in developing and implementing the hardware and software systems required to computerize activities associated with the Department's processing of permit applications and (2) pay for costs associated with required operations and maintenance of Department space at 1660 Mission Street. According to the Department of City Planning, the current 8 percent surcharge is projected to generate \$218,000 in revenues in FY 1993-94. The City Planning Department reports that the

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BUDGET ANALYST

proposed 10 percent surcharge will generate an additional approximately \$55,000 in revenues resulting in the total amount of annual revenues generated from the surcharge to approximately \$273,000. The proposed ten percent surcharge would remain in effect until June 30, 1995.

In addition to the above-noted proposed fee increases and the proposed increase in the surcharge, the proposed ordinance would also create four new fees. The City Planning Department is proposing to create these four new fees in order for the Department of recover its costs to provide these services. The four new fees are as follows:

<u>Temporary Use Fee</u>	\$71 for the first hour of staff time plus time and materials for each subsequent hour
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<u>Amendments to the Text of the Planning Code</u>	\$3,000 plus time and materials in excess of the paid fee
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<u>Determination of Compatibility With Design Guidelines Related to Bernal Heights</u>	\$125
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<u>Site Permit Applications</u>	\$300 in addition to the normal permit fee where construction cost is more than \$350,000 or more than one addendum is filed
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According to Mr. Bash, the Temporary Use Fee is estimated to generate approximately \$5,000 in annual revenues, the Amendments to the Text of the Planning Code fee is estimated to generate approximately \$6,000 in annual revenues, the Determination of Compatibility With Design Guidelines Related to Bernal Heights fee is estimated to generate approximately \$500 in annual revenues, and the Site Permit Applications fee is estimated to generate approximately \$2,000 in annual revenues, for total annual revenues of approximately \$13,500.

The proposed ordinance would also reduce by 50 percent the cost of a variance, certificate of appropriateness and coastal zone permit when filed in conjunction with a conditional use application. According to Mr. Bash, the purpose of this proposed amendment is to more accurately reflect the

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additional costs involved when a secondary application is filed. The City Planning Department projects that this proposed amendment would reduce revenues by approximately the same amount as the increase in conditional use fees, or by approximately \$50,000 annually.

The proposed ordinance would also provide that fraternal, charitable, benevolent or other non-profit organizations shall pay 75 percent of the base fees plus 100 percent of time and materials for any cost beyond the base fee, as long as the fees are paid before (1) final City Planning Department approval of the building permit or (2) within one year of the date of action on the application, whichever comes first. Currently, non-profit organizations only pay 75 percent of the base fees at the time of the issuance of the building permit. Mr. Bash advises that the purpose of this proposed amendment is to ensure that the Department recovers its costs for projects, including those where a permit application is never issued. The City Planning Department projects that the proposed charges for time and materials would generate minimal, if any, increase in annual revenues.

Comment:

1. The revenues from the eight percent surcharge noted above were designated by the City Planning Department to be used for computer acquisition. The City Planning Department is now proposing to use the proposed ten percent surcharge to pay for required operations and maintenance costs at the 1660 Mission Street building, as well as to pay for additional computer acquisition. Ms. Martha Kessler of the City Planning Department advises that although the proposed ordinance would only extend this surcharge for one more year, through June 30, 1995, these costs represent on-going costs for the Department which may require the continuation of the surcharge for an undetermined period.

2. Item 1, File 97-94-4 of this report is a proposed ordinance which would amend the City's Administrative Code to reduce fees for reproducing records, increase various other fees and to increase a surcharge imposed on various planning fees and to extend the period for charging such surcharge. This proposed ordinance (File 97-94-4) in conjunction with the proposed ordinance (File 115-94-4) which is the subject of this report are both aimed at (1) permitting the City Planning Department to achieve full cost recovery for service provided and (2) authorizing the continuation of surcharges to pay for computer acquisition and to pay for required operations and maintenance at the 1660 Mission Street building.

3. As previously noted, an additional estimated \$27,500 in revenues would be generated by the proposed fee increases plus a total of \$13,500 is projected to generated by the four new fees for a total additional annual revenue amount of \$41,000. Attached is a summary of all the proposed fee modifications prepared by the Department of City Planning including the existing fees, the proposed fee modifications, the percentage increases, the total estimated annual revenues to be generated from the proposed modified fees, the current annual fee revenues and the total estimated annual fee revenues if the proposed fees are approved.

Recommendation: Approval of the proposed ordinance is a policy matter for the Board of Supervisors.

**SUMMARY OF PROPOSED FEE MODIFICATIONS
BOARD OF SUPERVISORS FILE NO. 115-94-4**

FEE CATEGORY	CURRENT FEE	PROPOSED FEE	%age
1) Administrative Services: Includes Monitoring Projects, Notices of Special Restrictions, Policy and Code Review, Research Services and Data Requests, Zoning Administrator Written Determinations and Zoning Certifications <i>Revenue Impact— Minimal, possible increase from \$35,000 to \$38,000</i>	Generally \$55 for first hour of staff time, Time and Materials thereafter	Generally, \$71 per hour of staff time, Time and Materials thereafter	About 30% for first hour; no change for add'l hours
2) Commission/Variance Hearing Applications Conditional Uses Variance, Certificate of Appropriateness and Coastal Permit Fees <i>Revenue Impact— Minimal, possible increase from \$531,000 to \$540,000</i>	Based on construction costs, ranging from <u>\$600 to \$129,000</u> Variance Fees are equal to <u>Proposed Fee</u> for Conditional Uses; Others are equal to <u>Existing Fee</u> for Conditional Uses	Based on construction costs, ranging from <u>\$800 to \$177,500</u> All equal to <u>Proposed Fee</u> for Conditional Uses; provided that this fee is reduced to half the initial fee when a Conditional Use is also filed	33% to 39% -50% to +39%
Discretionary Review Requests <i>Revenue Impact— Possible increase from \$50,000 to \$52,500</i>	\$75	\$125	67%
Institutional Master Plans (large) (small) <i>Revenue Impact— Minimal, possible increase from \$10,000 to \$12,500</i>	\$5,500 for first 100 hours, Time and Materials thereafter \$550 for first 5 hours, Time and Materials thereafter	\$8,400 for first 100 hours, Time and Materials thereafter \$840 for first 10 hours, Time and Materials thereafter	53% -24%

3) Permit Applications:			
Permit Applications	No change	No change	NA
Back-Check Fee for Permit Revisions	<u>\$55</u> for first hour of staff time, Time and Materials thereafter	<u>\$71</u> per hour of staff time, Time and Materials thereafter	29%
Design Guidelines/Code-Complying Recommendations	<u>\$110</u> for first two hours of staff time, Time and Materials thereafter	<u>\$168</u> for first two hours of staff time, Time and Materials thereafter	53%
Demolition Applications requiring Landmarks Preservation Advisory Board Action	<u>\$550</u> for first ten hours of staff time, Time and Materials thereafter	<u>\$710</u> for first ten hours of staff time, Time and Materials thereafter	29%
Revenue Impact— Minimal, possible increase from \$1,727,000 to \$1,730,000			
Fire, Police & Health Dept. Permits Revenue Impact— Minimal, possible increase from \$65,000 to \$66,000	\$45	<u>\$45 plus Time and Materials</u>	NA
4) Historic Districts			
Revenue Impact— Minimal, possible increase from \$1,200 to \$2,000	\$400	<u>\$1,000 plus Time and Materials</u>	150%
5) Transportation Review			
Initial Assessment	<u>\$110</u>	<u>\$142</u>	29%
Transportation Study	<u>\$4,400</u> plus Time and Materials	<u>\$5,680</u> plus Time and Materials	29%
Revenue Impact—Possible increase from \$65,000 to \$70,000			
6) Affordable Housing Projects			
Revenue Impact—No way to separate out these from other application fees, but any increase would be minimal	75% of Regular fees; fee due at time of issuance of building permit	<u>75% plus Time and Materials; fee due at time of issuance of building permit, or within one year of application action, whichever is first.</u>	NA
7) Computer and Operations/Maintenance Surcharge			
Revenue Impact—Increase from \$218,000 to \$273,000	<u>8%</u> Surcharge on Applications	<u>10%</u> Surcharge on Applications	25%

Item 3 - File 65-94-5.1

Note: This item was continued by the Budget Committee at its meeting of May 4, 1994.

Department: Recreation and Park Department

Item: Resolution urging the Mayor and the San Francisco Recreation and Park Commission to remove all cigarette advertising from Candlestick Park.

Description: The proposed resolution would urge the Mayor and the Recreation and Park Commission to remove all cigarette advertising from Candlestick Park. The Sony Corporation, which holds the rights to sell advertising in Candlestick Park, currently leases space, on one of the panels surrounding the main scoreboard, on two of the panels on the left and right field auxiliary scoreboards, and on two field level panels, to the Philip Morris Corporation for cigarette advertising. The Philip Morris Corporation lease will expire on January 15, 1998, or after the last football game in Candlestick Park of the football season commencing in calendar year 1997, whichever is later.

Mr. Phil Arnold of the Recreation and Park Department (RPD) states that the Recreation and Park Commission approved Resolution No. 16124 on April 15, 1991, which prohibits the lease of any additional Candlestick Park advertising space to tobacco companies, and also prohibits renewal of the existing Philip Morris lease. Therefore, the proposed resolution would effect the remaining approximately 3 years and 8 months of the existing lease between the Sony Corporation's advertising agent and the Philip Morris Corporation.

Comments: 1. Under the lease between the Sony Corporation's advertising agent, Professional Sports Marketing, Inc., and the Philip Morris Corporation, the Philip Morris Corporation pays the Sony Corporation an annual fee of \$250,000 for the scoreboard and field level advertising space, with a final, pro-rated payment of \$187,500 for the period from April 15, 1997 to January 15, 1998. The cumulative payments to Sony remaining on the Philip Morris lease total \$937,500.

The Board of Supervisors approved an amendment to the City's lease of Candlestick Park advertising rights to the Sony Corporation in April, 1994 (File 65-94-5). This amended agreement between the City and the Sony

BOARD OF SUPERVISORS
BUDGET ANALYST

Corporation expires on March 31, 2001. Under the amended lease, Sony retains the first approximately \$1.77 million in advertising revenues to cover equipment amortization, maintenance and merchandising costs, then pays the City 65 percent of the balance of gross annual advertising revenues. Sony projects average annual advertising revenues of \$2.2 million. The Budget Analyst estimates that, after pro-rating the expense deduction based on the share of total revenues provided by the Philip Morris lease, the City will receive approximately \$31,762 annually from the Philip Morris advertising at Candlestick Park under the terms of the amended lease between the City and the Sony Corporation.

2. Mr. Jim Moran, of Professional Sports Marketing, Inc., which sells Candlestick Park advertising for the Sony Corporation, advises that he cannot guarantee that his company would be able to sell the advertising space now leased to Philip Morris for \$250,000 per year, if the contract with Philip Morris is terminated. Mr. Moran states that there are few companies willing or able to purchase that amount of advertising in a single venue, so he would expect to lease the scoreboard panel and the field level signs to two or more customers if the contract with Philip Morris is terminated. However, Mr. Moran states that the Philip Morris scoreboard panel and field level signs are in excellent locations, and would be attractive to potential advertising customers.

The actual revenue amount that the City will receive has to take into account the fact the City only receives 65 percent of Sony's revenues after major deductions for equipment, amortization, merchandising, etc. To the extent that Sony were to receive annual advertising revenues of less than \$250,000 for the advertising spaces now leased by Philip Morris, the City's annual advertising revenues would also decline proportionately from the estimated \$31,762 that will be remitted to the City from these advertising spaces annually under the City's revised agreement with the Sony Corporation.

3. The recently amended lease between the City and the Sony Corporation permits Sony to sell advertising during an extended term of up to three years from the March 31, 2001 expiration date of the amended agreement (or to March 31, 2004), if necessary, to provide Sony with average annual gross advertising revenues of at least \$2.2 million. Mr. Phil Arnold of the Recreation and Park Department advises that, if the Philip Morris lease is terminated and

Sony is unable to re-lease the advertising for \$250,000, this might reduce Sony's average annual gross advertising revenues below \$2.2 million, and trigger the extension of the contract. Sony would be required to continue to pay the City 65 percent of gross annual advertising revenue after the first \$1.77 million under any such extended contract period.

4. The contract between Sony, through Professional Sports Marketing, Inc., and the Philip Morris Corporation contains a provision that would allow the Philip Morris Corporation to terminate the agreement if any law becomes effective which makes the advertising of tobacco products unlawful. Although the contract does not specifically give Professional Sports Marketing, Inc. or the Sony Corporation the right to terminate the agreement under these circumstances, Mr. Scott Emblidge of the City Attorney's Office advises that this provision could be interpreted to provide a defense for the City, Sony and Professional Sports Marketing, Inc. against potential litigation by the Philip Morris Corporation, on the grounds that the possibility of a ban on advertising of tobacco products was anticipated in the contract, and that a termination option was provided to the Philip Morris Corporation in the contract.

5. Mr. Emblidge states that, if the Recreation and Park Commission removes all cigarette advertising from Candlestick Park, it is unlikely that the Sony Corporation would sue the City for loss of revenues. Mr. Emblidge advises that, as detailed in Comment No. 3 above, Sony would be able to extend their contract with the City for up to three years in order to recoup lost revenues.

However, Mr. Emblidge advises that there is some chance that the Philip Morris Corporation would sue the City for compensation under a number of legal theories. According to Mr. Emblidge, the basis for such a lawsuit and the actual amount of potential damages to the City cannot be accurately estimated at this time.

6. In summary, the proposed resolution would effect the remaining approximately 3 years and 8 months of the existing lease between the Sony Corporation's advertising agent, Professional Sports Marketing, Inc. and the Philip Morris Corporation. To the extent that Sony, through its advertising agent, were to receive annual advertising revenues from replacement advertisers of less than the \$250,000 which the Philip Morris Corporation pays annually for its advertising space, the City's annual

advertising revenues would also decline proportionately from the estimated \$31,762 that are presently to be remitted to the City from these advertising spaces annually under the City's revised agreement with the Sony Corporation. The Sony Corporation itself would be able to recoup advertising revenue losses through an extension of up to three years on its agreement with the City, now scheduled to expire on March 31, 2001. However, there is some chance that the Philip Morris Corporation would sue the City for compensation. The actual amount of potential damages to the City from such a lawsuit cannot be estimated at this time.

Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

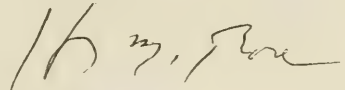
BOARD OF SUPERVISORS
BUDGET ANALYST

Memo to Budget Committee
May 11, 1994 Budget Committee

Item 4 - File 100-94-7.1

This is a hearing to consider the Budget Analyst's Zero Base Budget Report.

In response to a request from the Chair of the Budget Committee and a motion by the Board of Supervisors, the Budget Analyst worked collaboratively with the Mayor's Office, to undertake a Zero Base Budget review for the City. As part of this analysis, the Budget Analyst reviewed all existing 1993-94 expenditures and revenues and the requested 1994-95 expenditures and revenues for 18 General Fund departments. On May 9, 1994, the Budget Analyst submitted the results of the Zero Base Budget Analysis to the Board of Supervisors.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

BOARD OF SUPERVISORS
BUDGET ANALYST

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SPECIAL CALENDAR, ... ACTION

DOCUMENTS DEPT.

**BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO**

AUG 27 1996

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WEDNESDAY, MAY 18, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 100-94-9. [Center for Special Problems, Offenders Programs] Resolution urging the Mayor to include \$800,000 in his fiscal year 1994-95 budget proposal to restore the Offender Programs at the Center for Special Problems, and assure that the Offenders Programs continue to be administered by the Department of Public Health. (Supervisors Angela Alioto, Sue Bierman)

ACTION: RECOMMENDED. (Supervisor Hsieh added as cosponsor)

CALENDAR
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

WEDNESDAY, MAY 18, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

MEMBERS: SUPERVISORS HSIEH, ALIOTO, BIERMAN

ABSENT: SUPERVISOR ALIOTO FOR ITEMS 1, 2, 3, 10-13.

CLERK: MARY L. RED

CONSENT CALENDAR

1. All matters listed hereunder constitute a Consent Calendar, are considered to be routine by the Budget Committee, and will be acted upon by a single roll call vote of the Committee. There will be no separate discussion of these items unless a member of the committee or a member of the public so requests, in which event the matter shall be removed from the Consent Calendar and considered as a separate item.
 - (a) File 101-90-10.11. [Reserved Funds, \$1,001,804, Fine Arts Museum] Hearing requesting release of reserved funds, Department of Public Works, 1989 Earthquake Safety Bond, Phase 1, in the amount of \$1,001,804, for the Fine Arts Museum, to fund various professional and construction services. (Department of Public Works)

ACTION: Release of reserved funds in the amount of \$1,001,804 approved. FILED. (Supervisor Alioto absent)
 - (b) File 101-90-84.10. [Reserved Funds, Fire Dept., \$57,360, Fireboats] Hearing requesting release of reserved funds, Fire Department, 1986 Fire Protection Bond, in the amount of \$57,360, for bi-annual maintenance for the Fireboat Phoenix, (Bayship and Yacht Ship Repair Company) contractor. (Fire Department)

ACTION: Amount of reserved funds to be released amended due to additional information given during hearing. Release of funds in the amount of \$64,574 approved. FILED. (Supervisor Alioto absent)
 - (c) File 101-92-72.3. [Reserved Funds, Dept. of Public Works] Hearing requesting release of reserved funds, Department of Public Works, in the amount of \$1,999,252, for seismic reinforcing of Fire Station No. 31, Earthquake Safety Bond Program Phase 1. (Department of Public Works)

ACTION: Release of reserved funds in the amount of \$1,999,252 approved. FILED. (Supervisor Alioto absent)
 - (d) File 95-94-1. [Annual Audit, Controller's Books] Resolution ordering annual audit of Controller's books, declaring intention of the Board of Supervisors to order an annual audit of Controller's books and to exercise one year renewal option of a three-year contract with a consortium of accounting firms. (Supervisor Alioto)

ACTION: RECOMMENDED. Supervisor Alioto added as sponsor. (Supervisor Alioto absent)

- (e) File 28-94-9. [Emergency Repairs, Lombard St. Reservoir] Resolution approving the expenditure of \$360,000 to perform emergency repairs on Lombard Street Reservoir, San Francisco Water Department. (Supervisor Alioto)

ACTION: RECOMMENDED. Supervisor Alioto added as sponsor. (Supervisor Alioto absent)

- (f) File 79-93-2.3. [Federal Funding - Community Development] Resolution approving the allocation of \$88,715 of Community Development Block Grant funds from the Community Housing Rehabilitation Program Pool for Lead Hazard Reduction Program and Shelter Plus Care Program implementation, and approving Addendum No. 2 to the 1994 Community Development Program. (Supervisors Shelley, Alioto)

ACTION: RECOMMENDED. Supervisor Alioto added as cosponsor. (Supervisor Alioto absent)

REGULAR CALENDAR

2. File 124-94-6. [Parking Revenue Funds] Ordinance amending Traffic Code by repealing Section 213 thereof, relating to the establishment, purpose and use of the Off-Street Parking Fund, and adding a New Section 213 thereof, relating to the establishment, purposes and use of a Parking Revenue Fund; companion measure to File 124-94-6.1. (Department of Parking and Traffic)

ACTION: Amendment of the Whole (as presented by Parking and Traffic Department) adopted. Same title. RECOMMENDED AS AMENDED. (Supervisor Alioto absent)

3. File 124-94-6.1. [Parking Revenue Agreement, CCSF/Parking Authority] Resolution approving the form of, and authorizing execution and delivery of, a payment agreement by and between the City and County of San Francisco and the Parking Authority of the City and County of San Francisco; and authorizing other actions related thereto; companion measure to File 124-94-6. (Department of Parking and Traffic)

ACTION: Amendment of the Whole (as presented by Parking and Traffic Department) accepted. Same title. RECOMMENDED AS AMENDED. (Supervisor Alioto absent)

4. File 250-94-1. [Tax and Revenue Anticipation Notes] Resolution approving and authorizing the borrowing of funds for fiscal year 1994-1995 and the issuance and sale of City and County of San Francisco 1994-1995 Tax and Revenue Anticipation Notes therefor; approving official statement relating to such notes; authorizing the distribution of an official notice of sale in connection with the notes; authorizing publication of notice of intention to sell bonds; authorizing public sale of such notes and authorizing other official actions in connection therewith. (Also see Files 239-93-1 & 239-93-2.) (Supervisor Alioto)

ACTION: RECOMMENDED. (Supervisor Alioto added as sponsor)

5. File 115-93-8. [Public Toilet Advertising] Ordinance amending Planning Code Sections 603, 605 and 608 to permit advertising on public service kiosks associated with public toilets and adopting findings pursuant to City Planning Code Section 101.1. (Supervisor Alioto)

ACTION: Hearing held. Consideration continued to June 1, 1994. (Supervisor Alioto dissenting)

6. File 115-93-8.1. [Automatic Public Toilet Program] Resolution authorizing the Director of Public Works to enter into an agreement with JCDecaux United Street Furniture, Inc., to provide for the placement of automatic public toilets on public property in San Francisco in exchange for the right to place public service kiosks on public property and to sell advertising on said kiosks; companion measure to File 115-93-8. (Supervisor Alioto)

ACTION: Hearing held. Consideration continued to June 1, 1994. (Supervisor Alioto dissenting)

7. File 115-93-8.2. [Final Negative Declaration] Resolution adopting final negative declaration, finding and determining that the amendment of Planning Code Sections 603, 605 and 608 to permit advertising on public service kiosks associated with public toilets, will have no significant impact on the environment, and adopting and incorporating findings of the Final Negative Declaration. (Supervisor Alioto)

ACTION: Hearing held. Consideration continued to June 1, 1994. (Supervisor Alioto dissenting)

8. File 127-94-4. [Transient Occupancy Tax] Ordinance amending Part III, Article 7 of the Municipal Code by adding Section 502.7 to temporarily suspend Sections 502 (imposition of and rate of tax), 502.5 (imposition of surcharge) and 502.6 (imposition of a 1.25 percent surcharge) in certain redevelopment project areas; adding Section 502.8 to impose a 12 percent tax on occupancies of guest rooms in hotels located in certain redevelopment project areas, providing a credit for transient occupancy taxes paid to the San Francisco Redevelopment Agency; adding Section 515.2 to provide that all percentage allocations calculated under Section 515 shall be based on the sum of the monies deposited in the hotel room tax fund plus two - thirds of the revenues generated from the transient occupancy tax levied within certain redevelopment project areas and providing for a reduction of the amount of hotel tax revenues allocated to the Chief Administrative Office for convention facilities activities; and amending Section 517 to provide that a violation of any provision of the Redevelopment Agency transient occupancy tax ordinance shall constitute a misdemeanor. (Supervisor Bierman)

ACTION: Hearing held. RECOMMENDED.

9. File 170-94-7. [Redevelopment Agency Hotel Tax Bonds] Resolution approving the issuance of the Redevelopment Agency of the City and County of San Francisco Hotel Tax Revenue Bonds, Series 1994; authorizing the execution of an amendment to the indebtedness limitation agreement with the San Francisco Redevelopment Agency regarding the issuance of Agency Bonds secured by the Hotel Tax; approving and authorizing the execution and delivery of a Tax Administration Agreement; authorizing the filing of a validation action; ratifying actions previously taken; and authorizing city officials to take necessary actions in connection with the execution and delivery of related documents. (Supervisor Bierman)

ACTION: Amendment of the Whole (as presented by Redevelopment Agency) accepted. New title: "Approving the issuance of the Redevelopment Agency of the City and County of San Francisco Hotel Tax Revenue Bonds in one or more series; authorizing the execution of an amendment to the indebtedness limitation agreement with the San Francisco Redevelopment Agency regarding the issuance of Agency bonds secured by the Hotel tax; approving and authorizing the execution and delivery of a tax administration agreement; authorizing the filing of a validation action; ratifying actions previously taken; and authorizing city officials to take necessary actions in connection with the execution and delivery of related documents." RECOMMENDED AS AMENDED.

10. File 251-94-2. Hearing to consider the Budget Analyst report on Compensatory Time off; legislation reforming the accrual of compensatory time off in various departments; record keeping; and legislation limiting compensatory time for certain positions. (Supervisor Conroy)
(Continued from 5/4/94)

ACTION: Consideration continued to July 27, 1994. (Supervisor Alioto absent)

11. File 97-94-30. [Compensatory time off] Ordinance amending Chapter 18 of the San Francisco Administrative Code by adding Section 18.15 to centralize the record-keeping of all compensatory time off pay accruing to and used by all City employees. (Supervisor Conroy)

ACTION: Consideration continued to July 27, 1994. (Supervisor Alioto absent)

12. File 97-94-31. [Compensatory time off] Ordinance amending Chapter 18 of the San Francisco Administrative Code by adding Section 18.14 to restrict the availability, use and accrual of compensatory time off pay for certain city employees (annual maximum pay greater than \$90,000). (Supervisor Conroy)

ACTION: Consideration continued to July 27, 1994. (Supervisor Alioto absent)

13. File 251-94-8. [Compensatory time] Resolution requesting the Human Resources Department and the Civil Service Commission to conduct a study and report back to the Board of Supervisors on the various Civil Service classifications which are assigned as a "Z" category to determine the appropriateness of such determinations allowing compensatory time off to executive, administrative and professional employees in light of job descriptions and overall compensation and compensation packages. (Supervisor Conroy)

ACTION: RECOMMENDED. (Supervisor Alioto absent)

14. File 172-94-14. [In-Home Supportive Services Contract Award 1994/97] Resolution finding that the General Manager of the Department of Social Services of San Francisco has complied with the requirements of the Administrative Code and the Charter of San Francisco and the provisions of the Welfare and Institutions Code pertaining to the award of the In-Home Supportive Services Contract. (Department of Social Services)

Referred to Budget from Full Board May 9, 1994.

ACTION: Hearing held. Consideration continued to May 25, 1994.

15. File 101-93-108. [Appropriation, Civil Service, Police Exams] Resolution urging the Mayor to immediately prepare and submit a supplemental appropriation to allow Civil Service to promptly develop a new civil service exam for police officers. (Supervisor Maher)

ACTION: Consideration continued to call of the chair at sponsor's request.

16. File 32-94-2. [Franchise Fee Audit of Viacom for 1991 and 1992] Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992. (Supervisor Bierman)

ACTION: Consideration continued to May 25, 1994.

17. File 54-94-3. [Televised Weekly Meetings, Full Board] Hearing to consider the total operating budget of the City Watch TV Channel in the amount to \$160,000 to \$200,000 which would include gavel to gavel coverage of the full Board of Supervisors meetings. (Supervisors Kennedy, Bierman)

ACTION: Consideration continued to May 25, 1994.

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OF SAN FRANCISCO

BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

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MAY 18 1994

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May 16, 1994

TO: Budget Committee

FROM: Budget Analyst *Recommendations*

SUBJECT: May 18, 1994 Budget Committee Meeting - Special Calendar

Item 1 - File 100-94-9

Department: Department of Public Health (DPH)
Community Mental Health and Substance Abuse Services

Item: Resolution urging the Mayor to include \$800,000 in his FY 1994-95 budget proposal to restore the Offender Programs at the Center for Special Problems, and to assure that the Offender Programs continue to be administered by the Department of Public Health.

Description: The Mayor's FY 1994-95 budget plan reduced the General Fund contribution to the Department of Public Health (DPH) from \$120 million to \$110 million. As a result of this reduction, the DPH has proposed deleting the Community Mental Health and Substance Abuse Services Division's Center for Special Problems Offender Programs. The Offender Programs at the Center for Special Problems provides psychiatric treatment and case management to assaultive and violent mentally ill offenders who are Court-ordered to receive treatment, to adults who sexually abuse children, and HIV services to these foregoing populations. There are approximately 350 persons currently enrolled in the Offender Programs.

Memo to Budget Committee
May 18, 1994 Budget Committee Meeting - Special Calendar

The DPH's proposed FY 1994-95 budget would reduce the General Fund allocation to Mental Health services by \$800,000 by eliminating the Offender Programs. Specifically, the reduction would eliminate ten positions (9.25 FTE) and would reduce operating costs for the Program as follows:

Personnel and Fringe Benefits:

<u>Classification</u>	<u>No. of Estimated Positions</u>	<u>Savings</u>	
1424 Clerk Typist (vacant)	1	\$28,136	
1426 Senior Clerk Typist	1	33,878	
2932 Senior Psychiatric Social Worker	2	83,978	
2930 Psychiatric Social Worker	2	107,193	
2232 Senior Physician Specialist	1	105,130	
2574 Clinical Psychologist	1	77,550	
2593 Health Program Coordinator	1	29,388	
2736 Porter	<u>1</u>	<u>31,085</u>	
Subtotal	10		\$496,338
Mandatory Fringe Benefits (16.3%)		\$81,054	
Premium Pay		1,952	
Additional Salary Savings		<u>65,156</u>	
Subtotal			<u>148,162</u>
Total - Personnel and Fringe	10		\$644,500
Operating Expenses			
Contractual Services		\$40,000	
Materials and Supplies		3,000	
Phone Services		52,000	
Rent		45,000	
Reproduction		1,500	
Other Operating Costs		<u>14,000</u>	
Subtotal - Operating Expenses			<u>155,500</u>
TOTAL SAVINGS			\$800,000

According to Ms. Monique Zmuda, the Director of Business and Operations in DPH's Mental Health Division, of the total positions eliminated, five positions (two 2932 Senior Psychiatric Workers, two 2930 Psychiatric Social Workers, and one 2574 Clinical Psychologist) are eligible to be transferred to the new Ryan White Federal Grant-funded counseling services for HIV clients in the Mental Health division. The DPH also hopes to transfer three of the remaining five positions (1426 Senior Clerk Typist, 2232 Senior Physician Specialist, and

2593 Health Program Coordinator) into existing DPH vacancies. The DPH will work with the Department of Human Resources to place the 2736 Porter in a similar position within the City's Civil Service system. The remaining 1424 Clerk Typist position is vacant and would not result in a layoff.

Ms. Zmuda advises that while Offender Programs services are provided as a result of a Court-order and as a condition of parole, or as an alternative to incarceration, the DPH believes that these crime-related services are above and beyond its core service requirements as well as its financial capability.

However, according to the Mental Health Division, there is no other organization in the City that provides Offender Programs' services. Thus, if the DPH eliminates the Offender Programs, there is no immediate alternative program to which the Court can send mentally ill offenders. The clients referred to the Offender Programs from the courts would either not be released, or would be released to the community without the Offender Programs' services.

The proposed resolution would urge the Mayor to include \$800,000 in the FY 1994-95 DPH budget in order to restore the Center for Special Problems Offender Programs and to assure that the Offender Programs continue to be administered by the DPH.

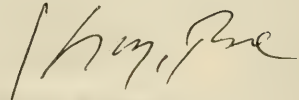
Ms. Zmuda reports that the Director of Public Health and the Deputy Director of Mental Health recently met with representatives from the Courts, the Parole Office and the Adult Probation Department to discuss the possibility of receiving financial assistance from these Departments for the Offender Programs. Ms. Zmuda advises that, as of the writing of this report, no alternative sources of funding have been identified that would permit the restoration of the Offender Programs in the DPH's FY 1994-95 budget.

Comment:

According to the DPH, the Center for Special Problems Offender Programs have a two percent recidivism rate, compared to 30 percent for individuals released and untreated. In addition, the DPH reports that the treatment offered by the Offender Programs cost the City \$1,212 per person per year, compared to \$100,000 per person per year for State hospitalization of the same mentally ill individual, or \$23,000 per year for incarceration in County jail, in addition to the cost of arrests, prosecutions, and victim care.

Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

Memo to Budget Committee
May 18, 1994 Budget Committee Meeting - Special Calendar



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

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MAY 18 1994

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May 16, 1994

TO: Budget Committee
FROM: Budget Analyst *Recommendations*
SUBJECT: May 18, 1994 Budget Committee Meeting

Item 1a - File 101-90-10.11

Departments: Fine Arts Museum
Department of Public Works (DPW)

Item: Release of reserved funds in the amount of \$1,001,804, for the Fine Arts Museum to fund various departmental and construction services in connection with the Palace of the Legion of Honor Seismic Upgrade and Expansion Project.

Amount: \$1,001,804

Source of Funds: 1989 Earthquake Safety Bond Fund

Description: The Board of Supervisors previously appropriated \$18,927,166 for the Earthquake Safety Bond Program, Phase I and placed \$6,756,266 of the \$18,927,166 on reserve for various professional and construction contract services, pending budget details and the MBE/WBE status of the contractors (File 101-90-10). Of the \$6,756,266, which was placed on reserve, \$1,001,804 was designated for the Fine Arts Museum.

The Fine Arts Museum is now requesting that the \$1,001,804 be released from reserve to pay for the following activities and departmental services in connection with the Palace of the Legion of Honor Seismic Upgrade and Expansion Project:

Memo to Budget Committee
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Real Estate Department:

For negotiating leases for the relocation of the Fine Arts Museum staff and artwork from the Palace of the Legion of Honor	\$10,000
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Human Rights Commission:

For construction monitoring services	15,947
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Bureau of Building Inspection:

Building permit fee	68,363
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Contract Services:

Construction testing and inspection	30,394
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Construction Contract:

Construction costs*	240,264
Contingency	634,526

Fine Arts Museum:

Project management	<u>2,310</u>
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Total	\$1,001,804
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* Mr. Jorge Alfaro of the DPW, Bureau of Architecture reports that the actual cost of the construction contract is \$6,345,264 or \$6,105,000 more than the \$240,264 noted above. According to Mr. Alfaro, the \$6,105,000 will be paid for by other previously appropriated Earthquake Safety Bond funds. The \$634,526 requested for contingency, which was not previously appropriated, represents ten percent of the total construction cost of \$6,345,264.

Comments:

1. The DPW previously reported that as a result of a competitive bid process, Hensel Phelps Construction Company was selected as the lowest of five bidders for the Palace of the Legion of Honor construction work. Neither Hensel Phelps Construction Company nor any of the other four bidders are MBE or WBE firms.

2. The Fine Arts Museum reports that, based on a competitive bid process, Consolidated Engineering Laboratory was selected as the lowest of four bidders to provide the above-noted construction testing and inspection services, based on a bid amount of \$150,000 (see Comment No. 3 below). Neither Consolidated Engineering Laboratory nor any of the other three bidders for the construction testing and inspection services, are MBE or WBE firms. The Fine Arts Museum was advised by the DPW that due to the technical requirements of the work involved in the provision of construction testing and

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inspection services, the firm selected must come from the Bureau of Building Inspection's pre-approved list of firms that provide these services. As such, the Fine Arts Museum issued notices of the Request for Proposal (RFP) to nine firms included on the Bureau of Building Inspection's pre-approved list. None of these nine firms are MBEs or WBEs. The Bureau of Building Inspection's preapproved list is based upon a review of the firm's qualifications by the joint Special Inspection Committee of the Peninsula, East Bay and Monterey Bay chapters of the International Conference of Building Officials, of which DPW is a member.

3. As noted above, the total cost of the contract services with Consolidated Engineering Laboratory is \$150,000 or \$119,606 more than the \$30,394 included in this request. The Fine Arts Museum advises that the \$119,606 will be paid for by a combination of Museum Trustee donations and interest earned on the 1989 Earthquake Safety Bond funds, which will be the subject of a future supplemental appropriation request. The rates charged by Consolidated Engineering Laboratory are as follows:

Concrete/Shotcrete* inspection	\$36 - \$42/hour
Concrete compression test	\$15/test
Shotcrete compression test	\$20/test
Structural steel shop inspection	\$37.50/hour
Structural steel field inspection	\$40 - \$42/hour
Fireproofing inspection	\$28/hour
Density test	\$15/hour

*Shotcrete is concrete which is forced from a nozzle on to a given structure as opposed to being poured and layered on by hand.

Recommendation: Approve the proposed release of reserved funds in the amount of \$1,001,804.

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May 18, 1994

Item 1b - File 101-90-84.10

Department: Fire Department
Port of San Francisco

Item: Release of reserved funds for bi-annual maintenance to the Fireboat Phoenix.

Amount : \$57,360

Source of Funds: 1986 Fire Protection System Improvement Bonds

Description: In November of 1986, San Francisco voters approved the issuance of \$46.2 million in Fire Protection System Improvement Bonds (Proposition A) to finance improvements to the City's Auxiliary Water Supply System (AWSS). The AWSS is a system of reservoirs and cisterns, pipelines, and pump stations which will provide a source of water for fire protection in the event that the main water supply system fails, as it did following the 1906 earthquake. The Fireboats Phoenix and Guardian are also part of the AWSS.

In 1987, the City sold \$31 million of the \$46.2 million bonds approved by the voters and sold the \$15.2 million balance (\$46.2 less \$31 million) of the bonds in 1991. In April 1991, the Board of Supervisors appropriated the \$15.2 million proceeds from the second sale of bonds, but reserved \$13,506,943 that was budgeted for a variety of construction projects, pending specific information concerning the amount of the construction contracts, selection of the contractors and the MBE/WBE status of the contractors.

The Fire Department has two fireboats, the Guardian and the Phoenix. The Fire Department drydocks one of the two fireboats each year (each fireboat is drydocked every two years) in order to clean the hull and inspect the propeller and rudder. An inspection of the hull of the Phoenix after cleaning revealed that the steel hull had rusted and needed to be replaced. Also, the propeller shaft bearings of the Phoenix were found to be loose beyond operating tolerances. The Fire Department requests the release of \$57,360 from the 1986 Fire Protection System Improvement Bond reserve for these repairs to the Fireboat Phoenix as follows:

Contractual Services

Replace 170 Square Feet of Steel Hull	\$35,880
Replace Bearings on Two Propeller Shafts	16,480
Additional Drydock Usage (10 days while repairs are being made at \$500 per day)	<u>5,000</u>

Total Requested Release of Reserve	\$57,360
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Comments:

1. The Port of San Francisco funds operation of the Fireboats and includes \$80,000 in their budget annually for drydocking and repairs. However, the regular drydocking and repairs to the Phoenix currently being performed total \$100,002. The \$20,002 balance (\$100,002 total cost of drydocking and repairs less \$80,000 included in the Port's budget) will be paid from surplus funds in other Fire Department budget accounts that are funded by the Port.

2. The proposed release of reserve of \$57,360 is for additional, unanticipated repairs above and beyond the \$100,002 for annual drydocking and repair costs. Both the Port and the Fire Department advise that there are no monies in their annual 1993-94 budgets available for these unanticipated repairs. Chief Frank Scales of the Fire Department advises that funding for the repairs is needed immediately in order to avoid keeping the Phoenix in drydock at \$500 per day until funding can be obtained. Therefore, since the Phoenix is part of the AWSS, 1986 Fire Protection System Improvement Bond monies can be used to make the repairs amounting to \$57,360.

3. The Port selected the firm of Bay Ship and Yacht Company as the contractor to perform the regular drydocking and repairs to the Phoenix. The regular drydocking and repairs contract is being modified to include the hull repairs and replacement of the propeller shaft bearings. Bay Ship and Yacht Company was selected as the lowest of three bidders in a competitive bid process conducted by the Port. Bay Ship and Yacht Company of Richmond is neither an MBE firm nor a WBE firm.

4. Because the Port of San Francisco is responsible for funding operations of the fireboats and because repairs of rust damage and loose propeller shaft repairs are the result of normal wear and tear on any boat such as the Fireboat Phoenix, the Port of San Francisco should also be responsible for the proposed repairs even though bond monies are available for such repairs. In order to effect the repairs in a timely manner to avoid additional drydocking charges at \$500 per day, 1986 Fire Protection System Improvement Bond monies that are being

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requested at this time should be used as a temporary measure and the Port should subsequently reimburse those monies.

Recommendations: 1. Release \$57,360 as requested.

2. Adopt a resolution urging the Mayor to urge the Port of San Francisco to submit a supplemental appropriation ordinance to reimburse 1986 Fire Protection System Improvement Bond monies from Port funds for the repairs totaling \$57,360 for repairing the hull and replacing the propeller shaft bearings of the Fireboat Phoenix.

Item 1c - File 101-92-72.3

Department: Department of Public Works (DPW)

Item: Requesting the release of reserved funds in the amount of \$1,999,252 for the seismic reinforcing of Fire Station No. 31 in connection with the Earthquake Safety Program Phase I Project.

Amount: \$1,999,252

Source of Funds: 1989 Earthquake Safety Program Phase I Bond Proceeds

Description: In November of 1989, San Francisco voters authorized the sale of \$59.7 million in 1989 Earthquake Safety General Obligation bonds for the seismic retrofitting of various City buildings. In May of 1993, the Board of Supervisors approved a supplemental appropriation ordinance of \$15,430,000 in 1989 Earthquake Safety Program Phase I Bond proceeds from the fourth bond sale for capital improvement projects to increase seismic safety in City-owned buildings. Of the \$15,430,000 supplemental appropriation, \$1,999,252 was placed on reserve for the seismic reinforcing of Fire Station No. 31, located at 441 Twelfth Avenue, pending the selection of a construction contractor, the submission of budget details and the MBE/WBE status of the contractor.

The Department of Public Works (DPW) has reviewed bids for the Fire Station No. 31 seismic reinforcement project and has awarded the contract to the low bidder, Lee Engineering Enterprises, for the amount of \$1,695,913. Lee Engineering Enterprises is a WBE firm. In addition, a portion of the requested funds of \$1,999,252 would be used for asbestos abatement work and for the removal of underground storage tanks, which will be performed by the DPW's Bureau of Construction Management staff. Funding for the project will be expended as follows:

Construction Contract - Lee Engineering Enterprises (WBE)	\$1,695,913
DPW - Asbestos Abatement	42,355
DPW - Underground Storage Tank Removal	<u>31,500</u>
Subtotal - Project Cost	\$1,769,768
Construction Contingency (13% of Project Cost)	<u>229,484</u>
Total	\$1,999,252

Comments:

1. The DPW has provided the following contract cost details, including MBE and WBE participation, for the \$1,695,913 construction contract:

Prime Contractor, WBE (39.0%)

Lee Engineering Enterprises (overall construction oversight, coordination, and construction)	\$661,915
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Subcontractors, MBE

Pacific Shores (lath, plaster)	\$50,000
Kwan Wo Iron (structural steel)	178,660
Chavez Masonry	107,720
Paragon Electric (electrical)	<u>102,000</u>
Subtotal,	
MBE Subcontractors (25.8%)	438,380

Subcontractors, WBE

Doherty Painting	\$28,000
California Quality Glass	<u>29,200</u>
Subtotal,	
WBE Subcontractors (3.4%)	<u>57,200</u>

Total WBE/MBE Participation (68.3%)	\$1,157,495
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Subcontractors, non-MBE/WBE

A & E Air Conditioning	\$154,000
Rohm Plumbing	140,000
Alcal Arcade (insulation)	5,188
Contract Distributors (flooring)	21,679
Solarium Systems (replacement of damaged skylights)	8,866
Alcal Roofing	27,380
Concrete Structures (shotcrete)	34,800
G & L Rebar (concrete reinforcing)	29,150
Aquamatic (fire protection)	32,000
Byron Epp (telescoping doors)	44,285
Service Materials (toilet parts and accessories)	9,170
All American Tile	<u>31,900</u>

Subtotal, non MBE/WBE	
Subcontractors (31.7%)	<u>538,418</u>

TOTAL CONSTRUCTION CONTRACT	\$1,695,913
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2. According to Mr. Roger Wong of the DPW's Bureau of Architecture, the construction contingency of \$229,484, or 13 percent of the project cost of \$1,769,768, is higher than the 10

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percent contingency usually allocated because of the potential presence and need for treatment of hazardous materials during the underground storage tank removal and asbestos abatement work.

Recommendation: Approve the proposed release of reserved funds in the amount of \$1,999,252.

Item 1d - File 95-94-1

1. The proposed resolution would order the annual audit of the Controller's books, including internal controls, for the fiscal year ending June 30, 1994 (fiscal year 1993-94). The proposed resolution would also authorize a one year extension of a total three-year contract with the consortium of KPMG Peat Marwick, Williams, Adley and Company, and Associated Asian Certified Public Accounting (CPA) firms (a consortium of Asian accounting firms), at a fee not to exceed \$214,100.

2. Under Charter Section 3.305, the Board of Supervisors is required to order an annual audit of the Controller's books. The proposed resolution would fulfill the requirements of Charter Section 3.305 and provide authorization to the Controller to continue the existing contract for this annual audit.

3. Under Sections 10.4-10.4-3 of the San Francisco Administrative Code, the City's Audit Advisory Committee recommends the selection of an independent auditor to perform these audits. This Committee has five members consisting of one representative each appointed by the Mayor, the President of the Board of Supervisors and the Controller and two public members nominated by the Mayor and approved by the Controller and the Board of Supervisors. Funding for the contract with the proposed CPA consortium, which would be authorized if this resolution were approved, is based on the recommendation of the Audit Advisory Committee. This is the thirteenth year that a consortium of KPMG Peat Marwick and other firms has been recommended to conduct the annual audit of the Controller's books, and the first of two one-year renewal options on a three-year audit contract awarded as a result of a Request for Proposal process conducted in December, 1990.

Comments

1. Funds amounting to \$189,000 have been requested in the 1994-95 budget of the Board of Supervisors to pay for a portion of the 1993-94 audit fees, or \$9,000 more than the \$180,000 requested in the 1993-94 budget to pay for a portion of the 1992-93 audit fees. Ms. Teresa Chow of the Controller's Office advises that the amount requested in the 1994-95 budget of the Board of Supervisors to pay for a portion of the 1993-94 audit fees was estimated prior to the final fee proposal of KPMG Peat Marwick, et. al. As such, the amount requested should now be \$180,000, the same amount requested last year. The \$34,100 (\$214,100 total fee less \$180,000) to pay for the remaining portion of the 1993-94 audit fees is included in the Controller's 1994-95 budget. The total audit fee amount of \$214,100 is the same amount paid for audit fees in the prior fiscal year.

2. Although not included under this proposed resolution, Mr. John Madden of the Controller's Office advises that the same consortium of KPMG Peat Marwick, et. al., would also be selected under the Controller's authority, pursuant to Charter Section 3.302, to perform separate departmental audits for the fiscal year ending June 30, 1994 of the City Employee's Retirement System, San Francisco General Hospital, the Clean Water Program, the Health Service System, Laguna Honda Hospital, and the single audit as prescribed by the U.S. General Accounting Office's

Auditing and Financial Reporting guidelines. The total cost of these additional audits for fiscal year 1993-94 would be \$333,490, or \$6,890 more than the \$326,600 paid for the same audits in fiscal year 1992-93. These audits are in addition to the \$214,100 audit of the Controller's books to be authorized under this proposed resolution.

3. A summary of the audits to be awarded to KPMG Peat Marwick, et. al. and the proposed fees for fiscal year 1993-94 compared with the fiscal year 1992-93 data is as follows:

<u>Audit</u>	<u>Audit Firm</u>	<u>Amount</u>		<u>Increase (Decrease)</u>
		<u>FY 1992-93</u>	<u>FY 1993-94</u>	
Controller's Books	Peat Marwick, et. al	<u>\$214,100</u>	<u>\$214,100*</u>	
Subtotal		\$214,100	\$214,100	0

*Subject of this proposed resolution.

Retirement System	Peat Marwick, et. al.	\$30,400	\$30,400	
S.F. General Hospital	Peat Marwick, et. al.	63,700	63,700	
Clean Water Program	Peat Marwick, et. al.	34,900	34,900	
Health Service System	Peat Marwick, et. al.	24,400	24,400	
Laguna Honda	Peat Marwick, et. al.	35,400	35,400	
Single Audit	Peat Marwick, et. al.	<u>137,800</u>	<u>144,690</u>	
Subtotal		<u>\$326,600</u>	<u>\$333,490</u>	\$6,890
Total		\$540,700	\$547,590	\$6,890

As indicated above, the total amount for the 1993-94 audit fees of \$547,590 would result in an increase of \$6,890 or approximately 1.3 percent more than the \$540,700 in fees charged for the 1992-93 audits.

4. According to Ms. Chow, funding for the Single Audit is based upon grant levels of activity. The City's level of grant activity audited in 1992-93 was \$214 million. The level of grant activity audited in 1993-94 was \$241 million, a \$27 million increase from that audited in 1992-93. Therefore, the audit firm's fee increased.

5. The extent of Minority and Women Business Enterprise (MBE/WBE) participation included in the proposal of the consortium and the approximate hourly rates to be charged for the 1993-94 audits are as follows:

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<u>Joint Venture</u>	<u>Audit</u>	<u>MBE/WBE Participation</u>	<u>Hourly Rates</u>
Peat Marwick, et. al.	Controller's Books including Internal Controls and Separate Departmental Audits	-Minimum of 30%	\$40 to \$120

Ms. Chow reports that the consortium member Williams, Adley and Company is an MBE firm, as are the Associated Asian CPA firms working as part of the KPMG et. al. consortium.

Recommendation

Approve the proposed resolution.

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Item 1e - File 28-94-9

Department: Public Utilities Commission (PUC)
Water Department

Item: Resolution approving the expenditure of \$360,000 to perform emergency repairs on the Lombard Street Reservoir.

Amount: \$360,000

Source of Funds: Water Department's FY 1993-94 Capital Improvement Projects Budget

Description: In February 1994, City engineers discovered that the concrete roof slab of the Lombard Street Reservoir, which is located in the residential district of Russian Hill on a parcel bounded by Lombard, Hyde, Greenwich and Larkin Streets, had separated from the concrete supporting wall. Further inspection revealed that four of the five concrete pilasters supporting the girders had fractured and allowed the roof system to settle, thereby causing the roof slab to separate from the wall. The Public Utilities Commission (PUC) reports that in the event of seismic activity, the roof system would have a high probability of collapsing into the reservoir, thereby creating a high potential for the loss of life and property.

In accordance with Section 6.30 of the San Francisco Administrative Code, the PUC has declared that an emergency situation exists at the Lombard Street Reservoir. The PUC therefore initiated an expedited contracting procedure in order to retain a contractor to perform the emergency repairs and selected the lowest bidder, San Luis Construction Company, for the amount of \$220,000. San Luis Construction Company is an MBE firm. The remaining \$140,000 of the proposed expenditure of \$360,000 will be utilized for the PUC's engineering design, construction management and engineering support services.

The PUC advises that the emergency repair work on the Lombard Street Reservoir commenced on May 9, 1994, and should be completed on or about July 31, 1994. The PUC estimates that the cost to repair the Lombard Street Reservoir will total \$360,000.

Comment: The PUC reports that funding for the Lombard Street Reservoir Project is available from the Water Department's FY 1993-94 budget for two capital improvement projects. Surplus funds in the amount of \$24,900 are available from the Water Department Capital Improvement Project - Balboa Francisco

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Reservoir Study, which was completed under budget. The remaining \$335,100 is available from the Water Department Capital Improvement Project - New Services and Meters. According to Mr. Dennis Tsai of the PUC, since the Lombard Street Reservoir Project was given emergency status, the Water Department's FY 1993-94 New Services and Meters Project, which is an annual program to replace valves and meters on the City's water lines, will be deferred until the next fiscal year, and funding for the New Services and Meters Project will be requested in the Water Department's FY 1994-95 budget.

Recommendation: Approve the proposed resolution.

Item 1f - File 79-93.2.3

Department: Mayor's Office of Housing (MOH)

Item: Resolution approving the allocation of \$88,715 of Community Development Block Grant (CDBG) funds from the Community Housing Rehabilitation Program Pool for the Lead-Based Paint Hazard Reduction Program and the Shelter Plus Care Program implementation, and approving Addendum No. 2 to the 1994 Community Development Program.

Amount: \$88,715

Source of Funds: Community Development Block Grant funds - Community Housing Rehabilitation Program Pool

Description: The Mayor's Office of Housing reports that the \$88,715 would be used to pay for start-up costs in connection with the two proposed grant-funded programs, the Lead-Based Paint Hazard Reduction Program and the Shelter Plus Care Program.

The Board of Supervisors previously authorized the MOH to apply for a two-year \$6,000,000 Housing and Urban Development (HUD) grant for the Lead-Based Paint Hazard Reduction Program (File 68-93-8) and for a ten-year \$10,000,000 HUD grant for the Shelter Plus Care Program (File 68-93-6).

The Lead-Based Paint Hazard Reduction Program grant funding would be used for testing, inspections and rehabilitation of low and moderate privately owned housing constructed prior to 1978 and to promote lead-based hazard reduction activities.

The Shelter Plus Care Program is authorized by Title IV of the Stewart B. McKinney Homeless Assistant Act. This Program is designed to link rental assistance to supportive services for hard-to-serve homeless persons with disabilities (primarily those who are seriously mentally ill, have chronic problems with alcohol, drugs, or both, or have AIDS and related diseases). The Program would provide grants to be used for rental assistance for permanent housing for homeless persons with disabilities.

Mr. Joe Latorre of the MOH advises that the Mayor's Office has received notification from HUD that the City has been tentatively selected to receive a \$6,000,000 grant for the Lead-Based Paint Hazard Reduction Program and a \$9,927,540

grant for the Shelter Plus Care Program. Mr. Latorre advises that, in order for the City to be awarded these grant funds, the MOH must submit (1) detailed budgets, (2) program designs, (3) work plans and (4) schedules, to HUD, for each of the grant programs. According of Mr. Latorre, the existing MOH staff does not have the capacity to perform these required tasks. As such, the MOH is proposing to use \$88,715 in CDBG funds from the Community Housing Rehabilitation Program Pool to provide (1) temporary funding for two new positions to administer the Lead-Based Paint Hazard Reduction Program for a six-month period and (2) funding for a six-month contract with an existing CDBG contractor, to develop program guidelines and procedures for administering the Shelter Plus Care Program. The MOH anticipates that within a six-month period, the above-noted four tasks required by HUD for the award of the two proposed grants will be completed and the grant monies will then be available for the continued funding of the two positions for the Lead-Based Paint Hazard Reduction Program, as well as to pay for the on-going administrative costs for the Shelter Plus Care Program.

Budget:

Personnel

9775 Senior Community Development Specialist II (0.5 FTE)	\$26,819
9774 Senior Community Development Specialist I (0.5 FTE)	22,620
Fringe Benefits	<u>4,276</u>
Subtotal	\$53,715

<u>Contract</u>	<u>35,000</u>
Total	\$88,715

Comment:

1. Mr. Latorre advises that MOH proposes to contract with Community Housing Partnership (CHP), an existing CDBG contractor, for the required consultant services for the Shelter Plus Care Program. Mr. Latorre states that CHP has been selected because they have extensive experience in providing housing and services to homeless persons and in addition serves homeless persons with disabilities.

2. Mr. Latorre reports that the Community Housing Rehabilitation Program Pool, which has a total amount available for 1994 of \$2,949,300, is a revolving fund which is used to pay for loans to low-income homeowners and non-profit owner/managers of low-income housing. Mr. Latorre advises that the \$88,715 which the Mayor's Office is requesting to be transferred from the Pool, represents the cost of slightly more than two homeowner loans which are a maximum of \$40,000

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each. According to Mr. Latorre, the total amount of monies estimated to be required for 1994 totals \$2,681,642, which would leave unallocated funds available of \$267,658 (\$2,949,300 minus \$2,681,642). If the proposed request to transfer \$88,715 from this fund is approved, the balance remaining in the fund for the remainder of the year would be \$178,943.

3. As noted above, the Board of Supervisors previously authorized the MOH to apply for the \$6,000,000 Housing and Urban Development grant and the \$10,000,000 Shelter Plus Care Program grant. Mr. Latorre advises that detailed program descriptions and detailed budgets for these two grant programs will be provided when the MOH submits its request for acceptance and expenditure of these proposed grant funds.

Recommendation: Approve the proposed resolution.

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Items 2 and 3 - File 124-94-6 and File 124-94-6.1

Department: Department of Parking and Traffic (DPT)
Parking Authority

Items: File 124-94-6: Ordinance amending the San Francisco Municipal Code (Traffic Code) by repealing Section 213 thereof, relating to the establishment, purpose and use of the Off-Street Parking Fund, and adding a new Section 213 thereof, relating to the establishment, purposes and use of a Parking Revenue Fund.

File 124-94-6.1: Resolution approving the form of, and authorizing execution and delivery of, a payment agreement by and between the City and County of San Francisco and the Parking Authority of the City and County of San Francisco; and authorizing other actions related thereto.

Description: File 124-94-6: The proposed ordinance would amend Part II, Chapter XI of the Traffic Code by repealing the existing Section 213 relating to the Off-Street Parking Fund, and replacing it with a new Section 213 relating to a Parking Revenue Fund. Mr. Kevin Hagerty of the DPT states that the purpose of the proposed ordinance is to guarantee payment of anticipated debt service for financing of a pending 800-space parking facility at San Francisco General Hospital (SFGH).

Under the existing Section 213, all revenues from parking meters, after the first \$8 million (which is deposited in the General Fund), as well as all net revenues from City-owned parking facilities which were funded with Off-Street Parking Funds, are credited to the Off-Street Parking Fund. Revenues in the Off-Street Parking Fund may, according to the existing Section 213, be used for the purpose of financing the San Francisco Off-Street Parking Program, including capital expenditures, engineering studies, operation and maintenance of parking facilities, debt service for off-street parking facilities, administrative and operating expenses of the DPT, the Parking Commission and the Parking Authority, and payment to the General Fund for traffic regulation and control.

The proposed new Section 213 would replace the Off-Street Parking Fund with a Parking Revenue Fund. The Parking Revenue Fund would have two segregated accounts, the Parking Meter Revenue Account and the Off-Street Parking Revenue Account.

Parking meter revenues would be deposited into a Parking Meter Revenue Account. Parking Meter Revenue Account monies would be allocated first to fund all payments on indebtedness or obligations issued by the City or the Parking Authority in connection with financing of any off-street parking facilities; second to the General Fund (\$8 million "to the extent available in any fiscal year"); and third for financing the off-street parking program and other parking related projects.

All net revenue received from the operation of City-owned or leased off-street parking facilities which were funded with Off-Street Parking Funds would be deposited into an Off-Street Parking Revenue Account, including all net revenues from the operation of the pending off-street parking garage and existing parking facilities at the SFGH. Off-Street Parking Revenue Account monies could be spent for financing the off-street parking program and other parking related projects, including, (as in the existing Section 213) capital expenditures for off-street parking, engineering costs, debt service related to financing of off-street parking, and the administrative and operating expenses of the DPT, the Parking and Traffic Commission and the Parking Authority.

File 124-94-6.1: This companion measure to File 124-94-6 would approve the form of a payment agreement, under which the City would agree to make annual payments from the Parking Meter Revenue Account to the Parking Authority in an amount equal to the bond debt service payment, a Reserve Fund Replenishment Amount, and amounts required by the Authority for the payment of all fees, costs and expenses incurred by the Authority in connection with issuance and sale of the bonds for the purpose of financing the parking facility at SFGH. Ms. Diana Fitzpatrick of the City Attorney's Office states that the purpose of the proposed resolution is to pledge the City to allocate the funds to enable the Parking Authority to make the bond debt service payments. Ms. Fitzpatrick advises that the proposed resolution would be referenced in the Trust Agreement for the bonds. Ms. Fitzpatrick states that the payment agreement would provide greater security to the bond holders of the SFGH parking facility, because the proposed ordinance (File 124-94-6) amending the Traffic Code could be changed, whereas the proposed payment agreement (File 124-94-6.1) would be written to commit the City to making the debt service payments until the debt is retired.

Comments:

1. The proposed ordinance and resolution would facilitate financing of an approximately 800-space parking facility serving SFGH, to be built on the City block bounded by Utah Street, 23rd Street, San Bruno Street and 24th Street. Mr. Hagerty advises that the parking structure is designed so that an expansion from approximately 800 spaces to approximately 1,150 spaces could occur in the future. The projected cost of design, acquisition, construction and other bond-related expenses of the proposed parking facility is approximately \$21 million (although the total projected amount of the bond issue is currently \$22,550,000, with the inclusion of two smaller projects described in Comment No. 4 below). It is anticipated that construction work on this facility would be started in November, 1994 and completed in July, 1996.

2. Ms. Angela Carmen of the SFGH states that the SFGH needs the parking garage to improve access to care for patients. Ms. Carmen further states that the parking facility is critical to implementation of the SFGH and Department of Public Health (DPH) strategic plans, related to future growth and development by the University of California at SFGH. Ms. Carmen adds that the ability of the SFGH to compete in a managed care environment depends on the ability of SFGH to attract patients who may have other options for obtaining care. For this reason, Ms. Carmen states that SFGH needs to provide sufficient and secure parking for SFGH patients, as well as for hospital staff and visitors.

A market survey and economic analysis performed for the DPT by Wilbur Smith Associates projects that, by 1996, there will be a mid-afternoon peak hour shortfall of 897 parking spaces at SFGH without the planned parking facility, based on an "average" demand scenario. Wilbur Smith Associates estimates that the actual 1996 shortfall could vary from a low of 745 spaces to a high of 1,049 spaces during the mid-afternoon peak hour.

3. Mr. Hagerty reports that the Parking and Traffic Commission approved the plan for the proposed parking facility at SFGH at their meeting of December 7, 1993 (Resolution No. 1366-93-PA). Mr. Hagerty advises that approval of the proposed Ordinance and Resolution would constitute Board of Supervisors approval of the use of Parking Meter Revenue Bonds to finance the proposed parking facility.

4. The proposed resolution approving the Payment Agreement (File 124-94-6.1) would also authorize the Parking

Authority to include \$1,550,000 in funds to finance two smaller projects in the parking meter revenue bond, for a total projected bond issuance of \$22,550,000. These projects are:

- St. Mary's Square Garage seismic upgrading and renovation, at a cost of \$1,200,000; and
- Vallejo/Churchill Garage building demolition costs for the purpose of preparing a site located at Vallejo and Churchill Streets for later construction of a public parking structure, at a cost of \$350,000.

However, Mr. Hagerty states that the DPT does not currently expect to use parking meter revenue bond financing for these smaller projects. Therefore, Mr. Hagerty expects that the actual bond issuance will total approximately \$21 million.

5. The DPT estimates that annual debt service for the proposed parking meter revenue bonds would be a maximum of \$1,793,125. Using the parking meter revenue projections prepared by the DPT, (which exclude off-street metered lots because these cannot be used for the bond pledge), the chart below shows the revenues that would be available in the first five years to fund \$8 million that is designated for the General Fund, after payment of the debt service.

<u>Fiscal Year</u>	<u>Projected On-Street Parking Meter Revenues</u>	<u>Maximum Projected Debt Service</u>	<u>Parking Meter Revenues Available for General Fund</u>
1993-94	\$12,402,530	\$1,793,125	\$10,609,405
1994-95	13,124,530	1,793,125	11,331,405
1995-96	13,239,530	1,793,125	11,446,405
1996-97	13,364,530	1,793,125	11,571,405
1997-98	13,486,530	1,793,125	11,693,405

Based on the DPT projections of parking meter revenues, there would be ample funds available to pay the \$8 million designated for the General Fund from parking meter revenues after meeting the debt service obligations. However, the Budget Analyst notes that there is no guarantee that the full \$8 million designated for the General Fund would be available in any given year.

Actual historical parking meter revenues averaged \$9.3 million in the five years from FY 1987-88 through FY 1992-93, considerably less than the \$12.4 million that is projected for FY 1994-95. This average includes FY 1992-93, when parking meter revenues dropped for the first time in ten

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years because of widespread parking meter vandalism. However, a parking meter rate increase was fully implemented starting in FY 1993-94. Hourly rates were increased from \$0.30 to \$0.50 in some areas of the City, and from \$0.75 to \$1.00 in the remaining areas of the City (except for part of the Downtown core area that remained at \$1.50 per hour). Ms. Kathryn Hile of the DPT states that the DPT anticipates parking meter revenues of at least \$12.4 million in FY 1993-94 as a result of the higher parking meter rates, as well as the installation of new parking meters that provide greater security against vandalism, and an increase of 36 parking meters, (from 20,078 to 20,114).

Ms. Hile reports that the revenue projections shown in the chart above were developed earlier in the fiscal year. They also exclude estimated revenues from off-street metered lots, because these cannot be used for the bond pledge. Actual total parking meter revenues for the first ten months of FY 1993-94 indicate that FY 1993-94 parking meters revenues will exceed the earlier projections. The DPT currently projects that total FY 1993-94 parking meter revenues, including revenues from off-street meters, will total \$13,240,583.

Mr. Hagerty states that the DPT has proposed, in the Department's FY 1994-95 budget, to continue to increase the number of parking meters, most of which will be placed in the South of Market Street area. By FY 1997-98, the DPT anticipates that there will be a total of 21,818 parking meters in San Francisco, or 1,704 more meters than the 20,114 that currently exist. Ms. Hile advises that the parking meter revenues shown above assume the proposed increase in the number of parking meters in future years.

6. Mr. Hagerty states that the proposed ordinance (File 124-94-6) and resolution (124-94-6.1) place the General Fund in second position to the debt service payment in order to obtain a better interest rate on the proposed bond for the Parking Authority. Mr. Hagerty obtained an opinion from the Charles A. Bell Securities Corp., financial advisers to the DPT, which states that subordination of the parking meter revenue bond to the General Fund would be likely to result in a less than investment grade rating on the bonds. The financial advisers estimate that the higher interest rate charged on a lower-rated bond would result in \$42,841 in additional annual debt service payments for the Parking Authority. In addition, the financial advisers state that less than investment grade bonds "could also impair the Authority's ability to sell the bonds on a competitive basis."

According to Mr. Hagerty, the same procedure was used for the Western Addition Parking Garage, although Section 213 was never amended to reflect the existence of a first lien. (The \$195,000 annual debt service payment for the Western Addition Parking Garage has been excluded from all figures in this report, including parking meter revenue projections.)

Therefore, this is the first time that the parking meter revenues which are allocated to the General Fund would officially become a second priority in the Traffic Code. (Debt service would become the first priority.)

7. Ms. Carmen of the SFGH advises that under State SB 1732, hospitals that serve a disproportionate share of MediCal patients are eligible to receive reimbursement from the State for a portion of the costs of capital projects. Ms. Carmen states that the SFGH has initiated the process for obtaining such reimbursement related to the pending SFGH parking facility. Ms. Carmen reports that the SFGH meets all of the preliminary qualifications for obtaining the reimbursement, but she advises that the SFGH will not know whether, or how much, reimbursement will be provided from the State until the project has been built. Ms. Carmen states that any SB1732 funds received for the purpose of reimbursement for the capital costs of the SFGH parking project would be applied to retiring the debt on the parking meter revenue bonds.

8. The proposed ordinance (File 124-94-6) states that revenues from all off-street parking facilities at the SFGH would be deposited into the proposed Off-Street Parking Revenue Account. Mr. Hagerty reports that the DPT is negotiating a Memorandum of Understanding with the SFGH to manage all parking on the SFGH campus and receive all net revenues from campus parking areas. Mr. Hagerty states that, although most existing parking on the SFGH campus is currently free, staff of the SFGH and the DPT have agreed on a tentative rate structure for both the existing parking and the proposed new parking facility. Mr. Hagerty states that the DPT will bring a proposed rate schedule to the Board of Supervisors at a later date.

In the first year of operations, the Wilbur Smith Associates report projects that the Off-Street Parking Revenue Account would receive approximately \$726,862 in net revenue from the SFGH campus, including the pending SFGH parking facility and all other existing parking facilities on the campus. Therefore, based on estimated annual debt service of \$1,626,425 (the total \$1,793,125 debt service less \$166,700 related to the St. Mary's Square and Vallejo/Churchill

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Garage Projects), the Parking Revenue Fund as a whole (including both the Parking Meter Revenue Account and the Off-Street Parking Revenue Account) would be providing an estimated annual subsidy of \$899,563 for the proposed SFGH parking facility. If the SFGH is able to obtain reimbursement for a portion of the capital costs of the project, the amount of the Parking Revenue Fund subsidy to the parking facility would be reduced.

In addition to revenues to the Off-Street Parking Revenue Account, the City would receive approximately \$400,000 annually in new Parking Tax revenues from the SFGH campus, from the pending new parking facility and the existing facilities at the SFGH campus for which fees will be charged for the first time.

9. In summary, the proposed ordinance (File 124-94-6) would substitute a new Section 213 in the Traffic Code creating a Parking Meter Revenue Account and an Off-Street Parking Revenue Account in a new Parking Revenue Fund, which would replace the existing Off-Street Parking Fund. Revenues from parking meters would be pledged first to cover debt service for off-street parking projects, second to pay the currently required \$8 million to the General Fund, and third to meet other off-street parking needs. Regarding the \$8 million, the General Fund would take a second position in order to obtain more favorable terms for issuance of bonds to construct an approximately 800-space parking facility at SFGH. Projected parking meter revenues that reflect the recent increase in parking meter rates indicate that the General Fund will continue to receive the full \$8 million per year. However, there is no guarantee that this would occur.

The DPT and the SFGH expect to sign a Memorandum of Understanding that would allow the DPT to manage all parking on the SFGH campus, including the pending new parking facility and all existing parking facilities, and receive all net campus parking revenues. Taking the debt service into account, the Parking Revenue Fund would provide a net subsidy of approximately \$899,563 per year to the pending new SFGH facility. The City would, however, receive approximately \$400,000 in new Parking Tax revenues. It is possible that the SFGH will be able to obtain partial State reimbursement for the financing costs of the proposed SFGH parking facility, thus reducing the Parking Revenue Fund subsidy to the facility, but the amount of any such State reimbursement will not be known until after the project is completed.

Recommendation: Approval of the proposed ordinance (File 124-94-6) and resolution (File 124-94-6.1) are policy matters for the Board of Supervisors, particularly because, under legislation previously approved by the Board of Supervisors, the City's General Fund is automatically allocated the first \$8 million in parking meter revenues, whereas under the proposed legislation, while the current revenue trend indicates that the General Fund would receive the full existing \$8 million allocation, there is no guarantee that the full \$8 million would be available for allocation to the General Fund after payment of debt service.

Item 4 - File 250-94-1

Item: Resolution approving and authorizing the borrowing of funds for Fiscal Year 1994-95 and the issuance and sale of City and County of San Francisco, California 1994-95 Tax and Revenue Anticipation Notes therefor; approving official statement relating to such notes; authorizing the distribution of an official notice inviting bids in connection with the notes; authorizing public sale of such notes and authorizing other official actions in connection therewith.

Amount: Not to exceed \$325 million (see Comment 1).

Description: The City's revenues, such as property tax revenues, are not received at a uniform level throughout the year, but rather are received according to when the different sources of revenues become due and payable to the City. In contrast, the City's expenditures, such as payroll expenditures, tend to be more uniform throughout the year.

According to the Controller, the City typically has a total of over \$1.5 billion in cash on hand at any one time; however, over the last several years, the General Fund's share of the City's cash funds has been shrinking, and in 1993-94 there were several months when the General Fund cash balance was negative.

Tax and Revenue Anticipation Notes (TRANs) are short-term (not longer than 13 months) tax exempt securities which are authorized pursuant to the California Government Code and which may be used to "smooth" the City's cash flow. The proceeds from the sale of these notes would be used to pay the City's expenses, when such expenses become due, in anticipation of the City's receipt of taxes, income, revenues, cash receipts, and other monies which will be paid at a later date to the City's General Fund.

The Controller reports that the proceeds from the sale of the TRANs notes would be invested, until such time as the proceeds were needed, to meet the City's expenditure requirements. The Controller estimates that approximately \$2 million in General Fund interest income could be realized in Fiscal Year 1994-95 by investing the proceeds of the TRANs notes, during these time periods when the TRANs proceeds would not be fully needed to pay the City's bills. These additional revenues to the City would result from investing an estimated \$200 million in proceeds from the sale of TRANs at an estimated interest rate of 5.0 percent, which would be 1.0 percentage point higher than the interest rate of 4.0

percent which the Controller estimates the City will pay out in the TRANs in order to borrow the funds.

The proposed resolution would authorize and approve the issuance and sale of Tax and Revenue Anticipation Notes for Fiscal Year 1994-95 in an amount not to exceed \$325 million. The Controller estimates that \$200 million in TRANs notes would be issued; however, the actual amount to be issued will be determined based on the Federal tax regulations which govern the amount of TRANs notes which the City can issue.

The proposed resolution would also approve the City's official statement relating to the proposed TRANs notes; authorize the distribution of an official notice inviting bids in connection with the notes; authorize the public sale of the notes; and authorize other official actions necessary in connection with the issuance and sale of the TRANs notes.

According to the Controller, the TRANs notes are expected to be sold on or about June 14, 1994 and issued on July 6, 1994. The proposed resolution provides that the interest rate which the City would pay on the TRANs notes could not exceed six percent. The actual interest rate to be paid by the City will be determined after bids for the notes have been received, with the notes being issued to the bidder offering the lowest interest cost to the City. The notes would reach maturity on or before July 15, 1995, at which time they would be required to be repaid in full.

Comments:

1. In accordance with the Charter, the City currently is required to maintain a Cash Reserve Fund for use in alleviating cash flow shortages throughout any fiscal year. The City annually allocates funds to the Cash Reserve Fund equal to 10 percent of property tax revenues which were received in the prior year. Mr. Harrington has previously reported that the Cash Reserve Fund, presently approximately \$57 million, is no longer sufficient to meet the City's cash flow needs.

2. The amount of TRANs notes which can be sold is based on the City's maximum cumulative deficit of expenditures over revenues which is projected to occur within the first six months after the notes are issued, plus approximately 5% of the City's prior years' General Fund and Hospital Enterprise Fund expenditures.

Ms. Teresa Chow of the Controller's Office reports that the General Fund generally experiences its "maximum deficit" of expenditures over revenues in November of each fiscal

year, before the first installment of the property tax revenues (due December 10 of each year) has been received. The amount of TRANs notes which will be issued will be based on the Controller's projections of the maximum deficit which is anticipated to occur in the General Fund during Fiscal Year 1994-95, plus approximately 5% of the projected General Fund and Hospital Enterprise Fund expenditures in Fiscal Year 1993-94, as described above. Ms. Chow estimates that the City would be eligible to issue TRANs notes of approximately \$200 million in Fiscal Year 1994-95, based on the City's experience in Fiscal Year 1993-94 and subsequent changes in the Federal tax regulations.

3. Ms. Chow indicates that the City may qualify to issue TRANs notes of more than the estimate of \$200 million, depending on the City's anticipated cash flow situation in Fiscal Year 1994-95. The Controller's Office is currently refining its cash flow projections for 1994-95 in order to determine the specific amount of TRANs notes which the City could prudently issue in order to comply with statutory requirements. While the proposed legislation would authorize the issuance of \$325 million in TRANs, Mr. Harrington reports that TRANs notes would only be issued in an amount which he deems to be prudent, based in part on consultations with legal and financial consultants. Mr. Harrington also states that independent bond-rating agencies, which evaluate the City's financial status recognize that the use of TRANs notes is an intelligent way for the City to manage its cash flow needs.

4. The proposed resolution provides that the interest rate to be paid by the City on the proposed TRANs notes could not exceed six percent. Ms. Chow reports that the actual interest cost to the City is expected to be approximately 4 percent. The Budget Analyst notes that, at an interest rate of 4 percent on a principal amount of \$200 million the City's total interest costs over one year would be approximately \$8 million. While the City would incur interest costs for the issuance of the TRANs notes, the Controller reports that the proceeds from the sale of the notes will be invested at an interest rate which is expected to be higher than the interest rate which the City will pay to finance the notes.

Specifically, Mr. Harrington reports that the City Treasurer expects to realize a 5.0 percent rate of return on the proceeds from the sale of the proposed TRANs notes. This estimated 5.0 percent rate of return would be approximately 1.0 percentage point higher than the projected 4 percent interest rate which the Controller estimates the City will pay to

finance the TRANs notes. Mr. Harrington therefore estimates that, if the City issues \$200 million in TRANs notes, the City could realize gross interest revenues, through investing the proceeds, of \$10.0 million, incur interest expenses of \$8 million, thereby resulting in net additional interest revenues of approximately \$2 million in 1994-95.

5. The Budget Analyst concurs in the Controller's estimate of the potential net additional interest revenues to the City of approximately \$2 million, assuming that \$200 million in TRANs notes are sold and subsequently invested at an interest rate which is 1.0 percentage point higher than the City's interest costs to finance the sale of the notes.

The Budget Analyst notes that the City Treasurer maintains records of the average daily cash balance of the City's General Fund as well as other City Funds. Interest income from pooled investments is then allocated to each Fund based on these average daily cash balances. Cumulative deficits in the General Fund reduce the average daily cash balance of the General Fund on which pooled interest earnings are allocated. Based on the use of both General Fund and other City fund monies (pooled fund monies), the proceeds of the TRANs are available for investment for the entire year. As a result, net additional interest revenues earned on the proceeds of the TRANs for the entire year would result in an increase in General Fund revenue.

6. Proceeds from the sale of the TRANs notes would be required to be deposited into a special fund within the General Fund (the Tax and Revenue Anticipation Notes Fund, or "Note Fund"), which would be established by the proposed resolution. Interest earned on the investment of the proceeds of the TRANs notes would also be deposited to the Note Fund.

The proposed resolution provides that amounts in the Note Fund could be withdrawn and expended by the City for any purpose for which the City is authorized to expend funds from the General Fund. However, funds could be expended from the Note Fund only after other unrestricted General Fund monies had been exhausted or were otherwise not available to meet the City's expenditure requirements.

7. Repayment of the principal and interest on the proposed TRANs notes would be made from "taxes, income, revenue, cash receipts and other monies" which accrue to the General Fund as unrestricted revenues in 1994-95, and which are

"lawfully available for the payment of current expenses and other obligations of the City."

8. The proposed resolution would establish a Tax and Revenue Anticipation Note Repayment Fund, into which General Fund revenues would be deposited as security for the TRANS notes. The proposed resolution includes the City's "pledge" that it will deposit General Fund revenues into the Repayment Fund as security for repayment of the TRANS notes. The amounts and timing of such deposits would be determined by the Controller.

Funds in the Repayment Fund could be invested by the City. Interest earned by the Repayment Fund would also be deposited to the Repayment Fund, although interest accruing to the Repayment Fund is available for budgetary purposes. On the maturity date of the TRANS notes, the Repayment Fund would be used to redeem the notes. Any excess funds in the Repayment Fund at that time would be transferred to the General Fund.

9. The proposed resolution provides that the holder(s) of TRANS notes would not have an option to redeem the notes prior to the maturity of the notes. Therefore, the City would not be required to repay the notes prior to the maturity date.

10. The Board of Supervisors previously approved a resolution (File 299-93-1) which authorized the issuance of \$400 million in TRANS during fiscal year 1993-94. Ms. Teresa Chow, of the Controller's Office, reports that the City was only allowed to issue \$325 million of the \$400 million in TRANS that had been authorized, due to limitations in Federal tax regulations. Ms. Chow indicates that in November, 1993, the General Fund's estimated cumulative deficit of expenditures over available revenues was approximately \$150 million. The City was allowed to add up to approximately 10% of its prior General Fund and Hospital Enterprise Fund expenditures or approximately \$175 million to this estimated cumulative deficit and issue TRANS notes in the amount of \$325. However, due to extraordinary fluctuations in interest rates, the \$325 million in TRANS is expected to yield \$8.0 million in net interest income to the City during fiscal year 1993-94.

11. In summary, the proposed sale of Tax and Revenue Anticipation Notes is a technique authorized under State law to provide a temporary source of revenues to alleviate cash flow shortages, pending the receipt of City and County revenues from a variety of sources. If approved, this would

be the second year that the Board of Supervisors has authorized the issuance of TRANs notes.

Although the City is expected to incur interest costs estimated at approximately \$8 million (4 percent times \$200 million) based on the sale of the proposed TRANs notes, the City will, in turn, invest the proceeds from the sale of the notes in order to generate additional interest income. The Controller advises that, since the interest income which the City expects to receive by investing the proceeds is expected to exceed the interest costs to the City to finance the issuance of the notes, the City is expected to realize net additional interest revenues of approximately \$2 million ($5\% \times \200 million less $4\% \times \$200 \text{ million}$) by issuing the proposed Tax and Revenue Anticipation Notes for Fiscal Year 1994-95.

Recommendation: Approve the proposed resolution.

Items 5, 6 and 7 - Files 115-93-8, 115-93-8.1 and 115-93-8.2

Department: Departments of Public Works (DPW)

Items: 115-93-8: Ordinance amending the City's Planning Code Sections 603, 605, and 608 to permit advertising on public service kiosks associated with public toilets and adopting findings pursuant to City Planning Code Section 101.1.

115-93-8.1: Resolution authorizing the Director of Public Works to enter into an agreement with J. C. Decaux United Street Furniture, Inc. (J.C. Decaux) to provide for the placement of automatic public toilets on public property in San Francisco in exchange for the right to place public service kiosks on public property and sell advertising on said kiosks.

115-93-8.2: Resolution adopting final negative declaration of the San Francisco City Planning Commission that the proposed placement of automatic public toilets on public property in San Francisco would have no significant impact on the environment.

Description: The DPW is proposing to install freestanding automatic self-cleaning public toilets and general advertising/public service kiosks on sidewalks and public spaces Citywide, concentrated in the downtown area (see Attachment A for proposed locations of toilets and public service kiosks which would be finalized after DPW conducts public hearings). The DPW would initially install approximately 27 toilets and 120 public service kiosks or approximately 4.5 kiosks to every one toilet, with an option to install an additional 23 toilets and an additional 105 kiosks resulting in a total of 50 toilets and 225, kiosks or 4.5 kiosks to every one toilet. The public toilets, all of which would be handicapped accessible, would be approximately seven feet by twelve feet wide and nine feet high. (See Attachment B for an illustration of the proposed facility).

DPW has selected J.C. Decaux, a French firm which operates approximately 4,000 automatic public toilets in 555 European cities including Paris, London, Brussels, Helsinki, Belfast, Lisbon, Madrid and Amsterdam, to furnish, install, operate, and maintain the automatic public toilets at no cost to the City. In exchange, the City would allow J.C. Decaux to install the 4.5 public service kiosks for every toilet and sell advertising on the kiosks to defray the cost of the toilets. 100 percent of the advertising revenues from these public service kiosks would accrue to J.C. Decaux.

The proposed ordinance (File 115-93-8) would amend the City's Planning Code to permit advertising on cylinder shaped public service kiosks (see Attachment C for an illustration of the kiosks). This amendment would permit two general advertising signs that are not greater than 52 square feet on two sides of the public service kiosk facing the street. The proposed amendment would require that a third section of the kiosk be devoted to public services such as a newsstand, a map of the City, public telephone, public artwork, vending machine, displays of public service information or an interactive video terminal. The third section would face the sidewalk. The proposed agreement with J.C. Decaux requires that 65 of the initially proposed 120 kiosks would have newsstands and 25 would display public art. Mr. Vitaly Troyan of the DPW advises that the types of public services to be provided on the remaining 30 kiosks would be decided after the exact locations of the kiosks have been determined. Prior to specifying these locations, the DPW would hold public hearings near each proposed location to receive public input. These public hearings would be held as soon as the proposed resolutions and ordinance are approved. The Hearing Officer, (who would be a DPW employee), would determine after the public hearing whether the proposed location was appropriate. The locations of the toilets and kiosks would not be subject to the approval of the Board of Supervisors. Because the locations of the public toilets and the public service kiosks are significant policy decisions, the Budget Analyst believes that the DPW should be required to receive Board of Supervisors approval of their final locations.

The proposed resolution (File 115-93-8.1) would authorize the DPW to enter into a 20 year agreement with J.C. Decaux to provide, operate and maintain the toilets at no cost to the City in exchange for allowing J.C. Decaux to install 4.5 public service kiosks for each toilet installed and to receive 100 percent of the advertising revenues generated from the kiosks. The primary provisions of the proposed contract are as follows:

- J.C. Decaux would provide, operate and maintain 27 self-cleaning toilets at no cost to the City. The City has the option to receive an additional 23 toilets if it desires.
- In return, the City would allow J.C. Decaux to install 4.5 public service kiosks for each toilet installed. The public service kiosks would contain advertising on two sides of its three sides: the third side would be devoted to public services such as newsstands or public art. As previously noted, 65 of the 120 proposed kiosks would contain newsstands and 25 would display public art. The City

would not receive any of the advertising revenues since 100 percent of such revenues would be kept by J.C. Decaux. The proposed agreement would be for 20 years, after which the City could either renegotiate the contract or J.C. Decaux would remove the toilets and kiosks at no expense to the City.

- The City would specify where the toilets and kiosks would be placed (see Attachment A for proposed locations). As previously noted, prior to specifying these locations, the DPW would hold public hearings near each proposed location to receive public input.
- Toilets and kiosks would comply with the Americans with Disabilities Act.
- Users of the public toilets would pay a 25 cent fee to use the facilities. Tokens would be available at newsstands and other nearby facilities for disabled or homeless individuals who don't have 25 cents. According to Mr. Troyan, token distributors would be required to provide a token to anyone who claims to be disabled or homeless. J.C. Decaux would retain all of the revenue that would be generated by the 25 cent fee. J.C. Decaux estimates that each toilet would be used on average 50 times per day. Thus, each toilet installed would generate approximately \$4,563 annually. Based on the proposed initial 27 toilets, J.C. Decaux would receive approximately \$123,188 annually from the 25 cent per use fee, based on 365 days per year.
- J.C. Decaux would be required to inspect each toilet daily (except Sundays and bank holidays) and would be required to maintain toilets in clean, graffiti-free, safe, first-class condition. As previously noted, the toilets are self-cleaning. There would be no maintenance or inspections of the toilets on Sundays or holidays.
- J.C. Decaux would provide a \$2 million bond to the City to guarantee toilet installation and an additional \$34,000 letter of credit to guarantee operation and maintenance of toilets. The City would have the right to terminate the contract for default and use the above bonds to remove the toilets and kiosks and restore the sidewalks. Under the agreement, a default is defined as " not complying with any aspect of the agreement." According to Mr. Troyan, the DPW would consider J.C. Decaux in default of the proposed agreement if it refused to install additional toilets or refused to maintain any of the toilets.

- J.C. Decaux would locate its Western United States Office and Training Center in San Francisco.
- J.C. Decaux would pay the City \$25,000 for the first 27 toilets annually and \$500 per toilet for each toilet beyond 27, adjusted each year by the rate of inflation, for the City's costs to administer the program. According to DPW, the \$25,000 would fully cover the City's costs to administer the program. The \$25,000 was based on 625 hours of a 6266 Street Inspector's time at \$40 per hour for salary, fringe benefits, and Department overhead.

Finally, the proposed resolution (File 115-93-8.2) would adopt the findings of the City Planning Commission that the proposed public toilets and kiosks would have no significant impact on the environment.

Comments:

1. As previously stated, approximately 65 of the initial 120 public service kiosks would contain newsstands and would replace existing sidewalk newsstand structures. According to Mr. Jacob Szeto of the DPW, these existing newsstands are currently operated by the Chronicle and Examiner. Mr. Szeto further states that J.C. Decaux has signed a contract with these two news agencies to use the proposed 65 public service kiosks as newsstands. Other newspapers, such as the Independent, are sold from news racks and not from newsstand structures.
2. The proposed agreement stipulates that there would be no advertising on the public toilets. However, J.C. Decaux would install City maps on the outside of the toilets at no cost to the City.
3. The DPW received two proposals for the proposed public toilet installation in which the City would not be required to pay for the installation, operation and maintenance of the toilets. J.C. Decaux was the lowest bidder at 4.5 public service kiosks per toilet compared to Gannett Transit Shelter Company of San Francisco (Gannett) which bid 5 public service kiosks per toilet. Both contractors would keep 100 percent of the advertising revenues and 100 percent of the 25 cent user fee revenues and pay the City the same amount for administrative costs (\$25,000 for the first 27 toilets annually and then \$500 for each additional toilet). However, J.C. Decaux was not selected solely on the basis of its low bid of 4.5 public service kiosks to every one public toilet. Mr. Troyan advises that one of the primary factors in DPW's decision to contract with J.C. Decaux was that Gannett had no previous experience

in installing public toilets while J.C. Decaux has installed approximately 4,000 public toilets throughout various cities Europe.

4. After the DPW selected J.C. Decaux's proposal to install the public toilets, the DPW requested the Mayor's Fiscal Advisory Committee (MFAC) to evaluate the J.C. Decaux proposal for the proposed Public Toilet Program to determine if the proposed exchange of advertising space for the installation and operation of the toilets represents a fair price to the City for the service received. Based on its 20-year analysis of projected capital and operating expenditures of \$48.5 million to install the 27 toilets and the 120 public service kiosks and the projected advertising revenues of approximately \$45.3 million, MFAC concluded that it would take J.C. Decaux 23 years to realize a return on its initial capital investment of installing the 27 public toilets and the 120 public service kiosks in the City. The 23 years is three years beyond the contract period of 20 years.

Thus, the MFAC report concluded that J.C. Decaux underbid the public toilet contract and the City is getting an "excellent deal". The MFAC report further concluded that J.C. Decaux must be taking a long-term/strategic view and decided to use the City's public toilet project as a leverage to enter into the United States market. Since DPW did not select Gannett to install the public toilets, DPW did not request MFAC to evaluate Gannett's proposal.

5. According to Mr. Troyan of the DPW, the DPW did not conduct a capital and operating cost and projected advertising revenues analysis, such as MFAC's analysis, of either J.C. Decaux or Gannett since DPW concluded that on the basis of J.C. Decaux having submitted the low bid and on the basis of J.C. Decaux prior experience, that J.C. Decaux should be awarded the contract.

6. The proposed automatic self-cleaning public toilets were approved by the Art Commission as to aesthetics, size, appearance, colors and proposed locations. The Department of City Planning completed an environmental review and a review for Master Plan compliance of the proposed public toilets. The Department of City Planning concluded that the proposed automatic public toilets would not have a negative environmental impact and are in compliance with the City's Planning Code Section 101.1.

7. In December of 1993, Gannett submitted a Bid Protest to the Chief Administrative Officer (CAO) relating to the DPW's Request for Proposals and subsequent contractor selection process that resulted in DPW selecting J.C. Decaux to install the proposed 27 public toilets and 120 public service kiosks. The CAO's written reply of 4/26/94 to Gannett's protest included the following statement:

"The City Attorney has found no illegality in the procurement process used to select the tentative contractor, J.C. Decaux, U.S.A. Nor, does my review indicate any steps taken which, while legal, would otherwise cause one to question the seemliness of the procurement thus far. Thus, I can find no reason to order DPW or any other City agency under my jurisdiction to terminate the process.

Gannett's protest involves general allegations regarding deficiencies in the public procurement process used in the selection of the public toilet provider. Gannett fails to define with exactitude the legal requirements governing public procurements against which to assess the City's compliance. All of Gannett's other arguments are undermined by this omission."

Attachment D is a copy of the CAO's entire reply to Gannett's protest.

Gannett's Bid Protest objected to several aspects of the selection process and J.C. Decaux's proposal. However, according to Mr. Szeto of the DPW, Gannett's claims appear to be ill-founded. For example, Gannett claims that J.C. Decaux did not comply with DPW's RFP in that J.C. Decaux is proposing commercial services on the public service kiosks, such as versateller machines or retail sales of flowers. However, under the proposed agreement, the City does not permit J.C. Decaux to install commercial services besides the previously mentioned newsstands.

8. According to Mr. Troyan, if the proposed resolutions and ordinance are approved, the first toilet should be installed by approximately September, 1994 and the first 27 toilets should be installed by February, 1995.

Recommendations: 1. As previously noted, the final locations of the public toilets and the public service kiosks would not be subject to the approval of the Board of Supervisors. As such, the proposed resolution authorizing the DPW to enter into an agreement with J.C. Decaux (File 115-93-8.1) should be amended to

require the DPW to receive approval from the Board of Supervisors regarding the final locations of the public toilets and public service kiosks.

2. Approve the proposed resolution (File 115-93-8.1) as amended which would authorize DPW to enter into an agreement with J.C. Decaux.

3. Approval of the proposed ordinance (File 115-93-8) related to the City Planning Code is a policy matter for the Board of Supervisors.

4. Approval of the proposed resolution (File 115-93-8.2) regarding the final negative declaration is a policy matter for the Board of Supervisors.



Proposed Locations for Pay Public Toilets

(All Locations subject to Public Hearing)

1. St. Mary's Square
2. Mission and Geneva
3. 6th and Mission
4. Mission and Army
5. Mission and 24th
6. Twin Peaks Overlook
7. Judah and 9th
8. Haight and Masonic
9. Mission and 16th
10. 6th and Clement
11. Civic Center Plaza
12. Market and 7th
13. MaCauley Park (Larkin and O'Farrell)
14. Boedecker Park (Jones and Eddy)
15. Market and Powell
16. Geary and Powell
17. California and Van Ness
18. Grant and Columbus
19. Market and California
20. Pedestrian Promenade, South of the Agriculture Building
21. Justin Herman Plaza
22. Fisherman's Wharf (Near Pier 41)
23. Bay and Taylor
24. Jefferson and Taylor
25. Fisherman's Wharf (Near Hyde Street Pier)
26. Marginal Wharf at Pier 7
27. Beach and Hyde



- Downtown Area**
 - T-9 California Street and Market Street
 - T-12 Geary Street and Powell Street
 - T-13 Market Street and Powell Street
 - T-17 Market Street and Seventh
- Civic Center**
 - T-16 McAllister and Larkin Street
- Neighborhood Commercial**
 - T-2 Beach Street and Hyde Street
 - T-3 Bay Street and Taylor Street
 - T-6 Columbus and Broadway
 - T-11 Van Ness and California
 - T-18 Geary Street and Sixth Avenue
 - T-19 Haight and Masonic
 - T-20 Judah and Ninth Street
 - T-21 Mission Street and Sixteenth Street
 - T-23 Mission Street and Twentyfourth Street
 - T-24 Mission Street and Army Street
 - T-26 Mission Street and Geneva Avenue

**SAN FRANCISCO
STREET FURNITURE
PROGRAM**

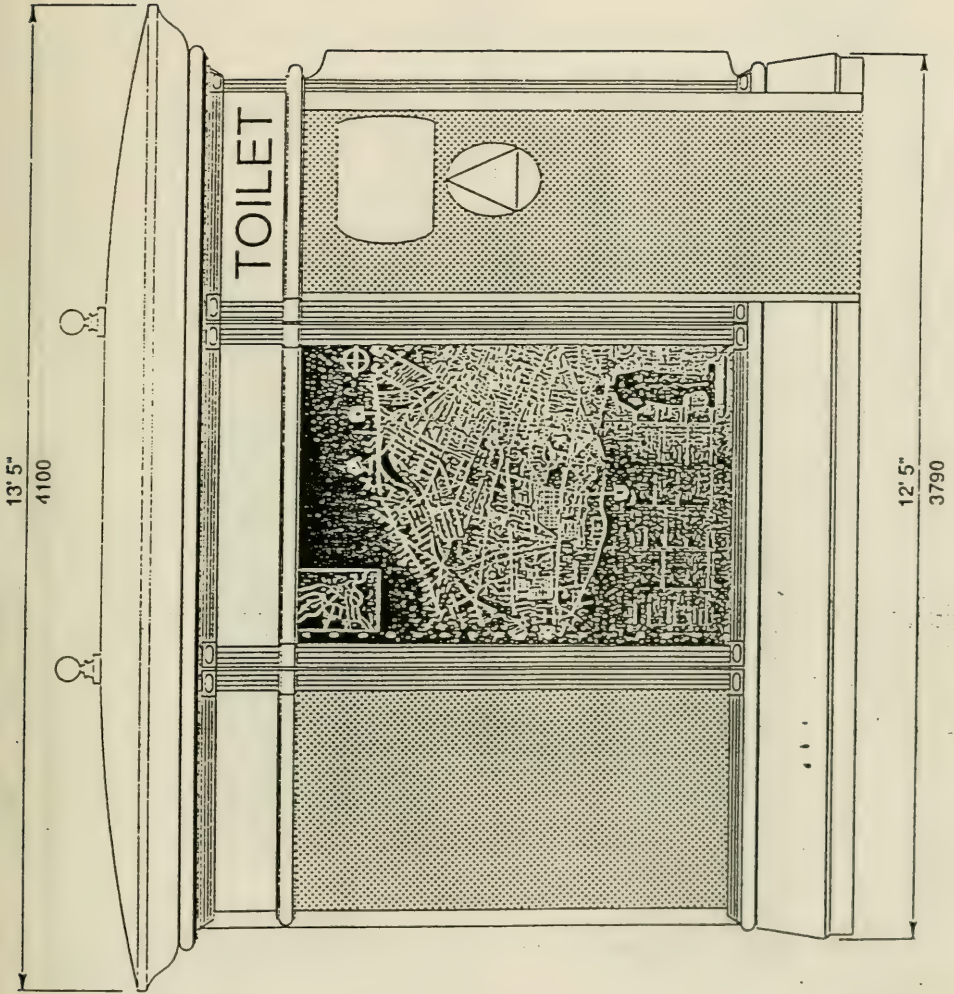


A COMMUNITY SERVICE PROGRAM

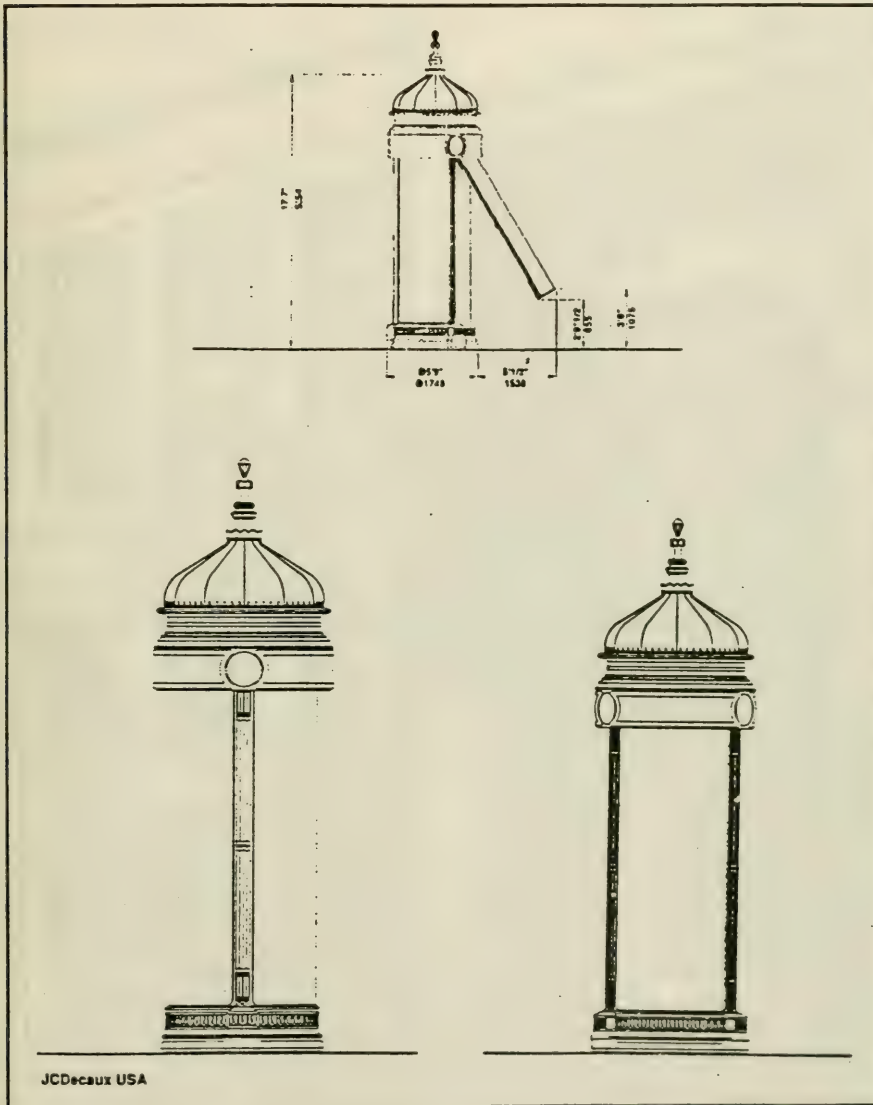
- Public Open Space**
 - T-1 Jefferson and Hyde (near Hyde Street Pier)
 - T-8 Jushin Herman Plaza
 - T-14 Boedcker Park (Jones Street and Eddy Street)
 - T-15 MacCauley Park (Larkin Street and O'Farrell)
 - T-22 Twin Peak Overlook
 - T-25 John McLaren Park
 - T-27 Lake Merced
- Port Authority Jurisdiction**
 - T-3 Embarcadero and Taylor Street
 - T-4 Fisherman's Wharf, near Pier 41
 - T-7 Marginal Wharf at Pier 7
 - T-10 Pedestrian Promenade, South of the Agriculture Building

PUBLIC TOILET

Original Proposed Locations

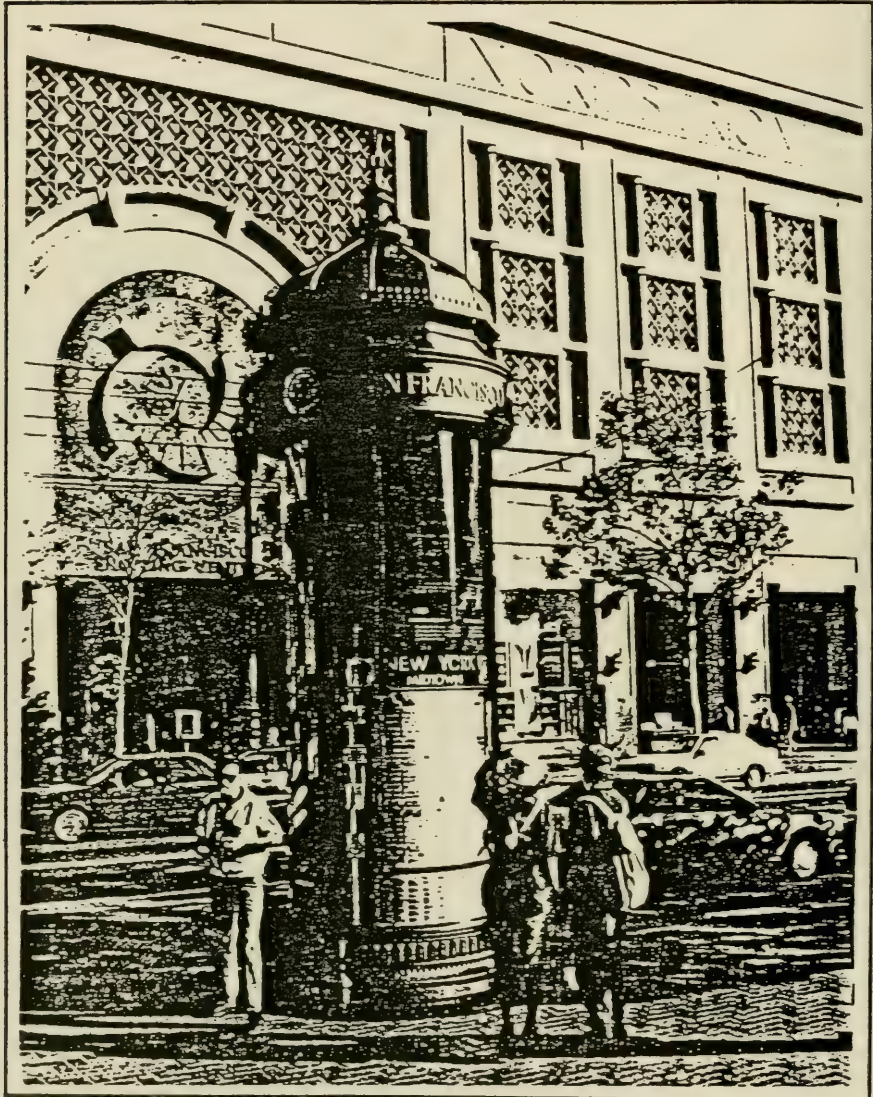






HERITAGE STYLE INFORMATION KIOSK

SAN FRANCISCO STREET FURNITURE PROGRAM



HERITAGE STYLE INFORMATION KIOSK



OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

Attachment D
Page 1 of 2

RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL
SAN FRANCISCO
CALIFORNIA 94102
415/554-4851

April 26, 1994

Mr. Richard E. Winnie
Wendel, Rosen, Black, Dean & Levitan
Attorneys at Law
Clorox Building, Twentieth Floor
Oakland City Center
1221 Broadway
Oakland, CA 94612

RECEIVED
APR 28 1994
CITY ATTORNEY'S OFFICE
SAN FRANCISCO, CA

RE: Automatic Public Toilet Program

Dear Mr. Winnie:

This responds to the protest by Gannett Outdoor of Northern California, as to the City's process for the selecting a contractor to provide automatic public toilets in San Francisco.

The City Attorney has found no illegality in the procurement process used to select the tentative contractor, J.C. Decaux, U.S.A. Nor, does my review indicate any steps taken which, while legal, would otherwise cause one to question the seemliness of the procurement thus far. Thus I can find no reason to order DPW or any other City agency under my jurisdiction to terminate the process.

Gannett's protest involves general allegations regarding deficiencies in the public procurement process used in the selection of the public toilet provider. Gannett fails to define with exactitude the legal requirements governing public procurements against which to assess the City's compliance. All of Gannett's other arguments are undermined by this omission.

San Francisco is a charter city and county. Because the procedures governing procurement of goods and services constitute a municipal affair, the City's Charter and applicable codes, not general law, govern the process by which the City could select a contractor to provide public toilet services. The Charter requires that invitations to bid on a contract be advertised by publication and let to the lowest reliable and responsible bidder under the following circumstances: The contract must be for either, (1) the construction of public works, or; (2) the procurement of materials, supplies and equipment for the City. The contract must also involve the expenditure of more than \$50,000.

Richard E. Winnie
Automatic Public Toilets
April 26, 1994

Page 2

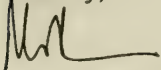
Here, the City is neither purchasing materials, supplies, equipment or construction of a public work, nor expending funds. Rather, the City has sought proposals from interested bidders for a program to provide San Francisco residents and visitors with public toilet services. The toilet facilities will be owned by and maintained by the contractor at no cost to the City. The RFP informed proposers that they would have the option of placing advertising kiosks and other street furniture on City streets in order to fund the toilet program. Nothing in the Charter or other applicable City ordinances mandates competitive bidding for the selection of a provider for such a program.

Though competitive bidding was not required in connection with this contract, the City fashioned a competitive selection process in order to obtain the best public toilet program for the City. I am advised by the City Attorney that in such a process, participating City officials have broad discretion to evaluate the responses to the RFP to determine whether they addressed the City's requirements, as set forth in the RFP. Furthermore, the City Attorney has advised that even in a context where competitive bidding is required, City officials have broad discretion to act wholly for the public good, with consideration for protection of the public welfare.

I believe that City officials who participated in this selection process properly exercised their discretion. I am not aware of any conduct by City officials involved in this process which would be found to be arbitrary or capricious, Gannett's allegations notwithstanding. The question of whether the City is "paying more than it should for what it is receiving or receiving less than it should for what it is paying," as Gannett claims, is a business judgement to be made ultimately by the Board of Supervisors which must approve the contract before the public toilet program can commence. At that time, Gannett may of course raise any issue properly before the City's policy body. In the meantime, I do not intend to administratively halt the process now underway.

If you have any questions or concerns regarding any matters addressed in this correspondence, please do not hesitate to contact me. Thank you for your courtesy and cooperation.

Sincerely,



Rudolf Nothenberg
Chief Administrative Officer

rn:toilet

Items 8 and 9 - Files 127-94-4 and 170-94-7

Departments: San Francisco Redevelopment Agency (SFRA)
Chief Administrative Officer (CAO)

Items: File 127-94-4: Ordinance:

1) amending Part III, Article 7 of the City's Municipal Code by adding Section 502.7 to temporarily suspend Section 502 (imposition of a tax rate), and 502.5 (imposition of a 1.25 percent surcharge) in certain Redevelopment Project Areas.

2) adding Section 502.8 to impose a 12 percent tax on occupancies of guest rooms in hotels located in certain Redevelopment Project Areas, providing a credit for transient occupancy taxes paid to the San Francisco Redevelopment Agency; adding Section 515.2 to provide that all percentage allocations calculated under Section 515 shall be based on the sum of the monies deposited in the Hotel Room Tax Fund plus two thirds of the revenues generated from the Transient Occupancy Tax levied within certain Redevelopment Project Areas and providing for a reduction of the amount of Hotel Tax revenues allocated to the Chief Administrative Office for convention facilities activities.

3) amending Section 517 to provide that a violation of any provision of the Redevelopment Agency Transient Occupancy Tax Ordinance shall constitute a misdemeanor.

File 170-94-9: Resolution:

1) approving the issuance of the Redevelopment Agency of the City and County of San Francisco Hotel Tax Bonds, Series 1994 in an amount of up to \$100 million.

2) authorizing the execution of an amendment to the indebtedness limitation agreement with the San Francisco Redevelopment Agency regarding the issuance of Agency Bonds secured by the Hotel Tax.

3) approving and authorizing the execution and delivery of a Tax Administration Agreement; authorizing the filing of a validation action; ratifying actions previously taken; and authorizing City officials to take necessary actions in connection with the execution and delivery of related documents.

Description: The San Francisco Redevelopment Agency (SFRA), which owns and operates the Moscone Convention Center, leases the Moscone Center to the City's Department of Convention Facilities Management under the terms of a 1991 Project Lease Agreement between the City and the Redevelopment Agency. According to the CAO, the City currently appropriates approximately \$8.88 million annually for rental payments to the SFRA under this agreement.

In 1991, the SFRA issued \$60.5 million in Refunding Lease Revenue bonds for Moscone Convention Center, of which \$49.5 million was currently outstanding. The SFRA has used the City's \$8.88 million annual rental payments for the Moscone Center to pay the annual debt service payments on the 1991 Refunding Lease Revenue Bonds.

In April of 1994, the Board of Supervisors authorized the CAO and the SFRA to refinance and restructure the 1991 Lease Revenue Bonds, by issuing Lease Revenue Bonds (Series 1994) in order to finance additional capital projects at Moscone Center in the Yerba Buena Redevelopment Project Area (File 170-94-4).

The proposed Hotel Tax Bond issuance (File 170-94-7) in the amount of up to \$100 million would also be used to help finance the additional capital projects at Moscone Center in the Yerba Buena Redevelopment Project Area. Specifically, the proposed ordinance would authorize the CAO to issue Hotel Tax Bonds of up to \$100 million with an interest rate not to exceed 12 percent and a final maturity date no later than December 31, 2027 (33 years). Ms. Laura Wagner-Lockwood of the CAO's Office advises that the annual payment on the proposed Hotel Tax Bonds would be approximately \$5.5 million.

The proposed ordinance would permit the SFRA to collect the City's Hotel Tax of 12 percent on ten hotels located in the Yerba Buena, Embarcadero-Lower Market, Western Addition A-1 and A-2, and the South of Market Earthquake Recovery Redevelopment Project Areas. Such Hotel Tax revenues would be used to secure the proposed Hotel Tax Bond Issuance. According to Mr. Bob Gamble of the Redevelopment Agency, there are currently 10 hotels in these Redevelopment Project Areas that generate approximately \$13 million annually in Hotel Tax revenues. The Tax Collector and the Controller would enter into an agreement with the SFRA to collect the Hotel Taxes on behalf of the SFRA.

The proposed ordinance limits the SFRA's use of the proposed \$13 million Hotel Tax revenue to repay the Lease Revenue Bonds and the proposed Hotel Tax bonds. The annual debt service on these bonds is approximately \$8.88 million annually.

The recently approved new Lease Revenue Bonds allows the CAO to reduce its annual bond repayments by approximately \$5.586 million, from \$8.88 million to \$3.214 million. \$5.586 million of the \$8.88 million which the City currently pays in debt service for the 1991 bonds will be used by the SFRA to secure and repay the proposed Hotel Tax Bonds. In this way, the proposed Hotel Tax Bonds can be issued in order to provide new funds for the SFRA's programmed improvements to Moscone Center North and the Moscone Center Esplanade, and to construct the Yerba Buena Children's Facility.

The proposed projects which would be financed with the proposed Hotel Tax Bonds are listed in Attachment 3. As described in Attachment 3, the total cost of these projects is approximately \$61.9 million.

The CAO states that the SFRA's combined total annual debt service costs for the recently approved new Lease Revenue Bonds (Series 1994) (secured by the City's rental payments for Moscone Center), and the Hotel Tax Bonds (the proposed ordinance or File 170-94-7), would not exceed the SFRA's current annual debt service costs of approximately \$8.88 million for the existing and outstanding Lease Revenue Bonds (Series 1991).

However, although the annual debt service amount would be reduced, the CAO's financial plan for Moscone Center requires the City to repay the new bonds for a longer period of time, resulting in significantly increased total debt service requirements. Specifically, including the CAO's current projections for the proposed Hotel Tax Bonds, the City's total debt service requirement will increase from \$62.2 million for the current outstanding 1991 bonds to \$266.4 million, an increase of \$204.2 million over the next 30 years as a result of the CAO's financing plan for the Moscone Center capital projects, compared to the existing debt service requirement of \$62.2 million for the outstanding 1991 bonds. The SFRA will repay the new Lease Revenue Bonds (Series 1994) and the proposed Hotel Tax Bonds over a term of 30 years at a cost of \$8.88 million annually (for total debt service cost of \$266.4 million), compared to a remaining term of only seven years at \$8.88 million annually (for total debt service cost of \$62.2 million) for the previous Refunding Lease Revenue Bonds (Series 1991). Therefore, the SFRA would incur approximately

\$204.2 million in new debt service requirements (\$8.88 million annual debt service requirement for an additional 23 years) as a result of refinancing the 1991 bonds with the Lease Revenue Bonds (Series 1994) and the proposed Hotel Tax Bonds.

Of this estimated \$204.2 million increase in total debt service requirements for Moscone Center, approximately \$34.2 million would result from issuing the previously approved 1994 Lease Revenue bonds to finance \$12.5 million in improvements at Moscone Center South, and an estimated \$170 million would result from the issuance of the proposed Hotel Tax bonds.

Comments:

1. Mr. Bob Gamble of the SFRA advises that a substantial amount of the improvements in the Yerba Buena Project Area were to be financed originally from payments to be made by the previous developer, Olympia & York. Because Olympia & York has defaulted in its agreement with the SFRA to develop the Yerba Buena Gardens, alternate financing is now sought to finance the subject improvements.

2. As discussed above, the proposed Hotel Tax Bonds would be repaid from approximately \$5.68 million in annual SFRA rental income which will be made available by refinancing the existing 1991 Refunding Lease Revenue bonds with 1994 Lease Revenue bonds. As previously noted, such refinancing has been approved by the Board of Supervisors.

However, as shown in the table below, approximately \$26.3 million from the proceeds of the proposed Hotel Tax Bonds would be needed [in addition to the proceeds from the Lease Revenue Bonds (Series 1994) recently approved by the Board of Supervisors] to fully retire the existing Refunding Lease Revenue Bonds (Series 1991).

The CAO has proposed to issue \$98.4 million in Hotel Tax Bonds which would be used as follows:

Retirement of 1991 Bonds	\$26.3 million
Yerba Buena Center Children's Facilities	43.2 million
Moscone Center North & Esplanade capital projects	11.2 million
Mexican Museum	7.5 million
Debt service reserve fund	9.8 million
Issuance costs	<u>0.4 million</u>
Total	\$98.4 million

Note: Total funding for the three proposed capital projects listed above, the Yerba Buena Center Children's Facilities, Moscone Center North & Esplanade, and Mexican Museum, would be \$61.9 million.

BOARD OF SUPERVISORS
BUDGET ANALYST

3. As noted above, including the CAO's projections for Hotel Tax Bonds and the previously approved Lease Revenue Bonds, the City's total debt service requirement will increase by approximately \$204.2 million, from \$62.2 million to \$266.4 million, over the next 30 years as a result of the CAO's financing plan for the Moscone Center capital projects. The SFRA would repay the new Lease Revenue Bonds (Series 1994) and the proposed Hotel Tax Bonds over a term of 30 years at a cost of \$8.88 million annually (for total debt service cost of \$266.4 million).

4. The CAO initially reported (see Attachment 1) that the City could raise sufficient additional funds for all of the capital projects which have been proposed for Moscone Center and the Yerba Buena Redevelopment Area (as shown in Attachments 2 and 3) by (1) issuing the recently approved Lease Revenue Bonds (Series 1994) and (2) issuing the proposed Hotel Tax Bonds, without incurring more than the City's current annual cost of approximately \$8.88 million for total Moscone Center debt service requirements.

However, the CAO also reported that, if interest rates increase, the City will not be able to complete all of the capital projects which have been programmed for Moscone Center and the Yerba Buena Redevelopment Area. (This is because, at higher interest rates, the City must sell a smaller dollar value of bonds in order not to exceed its current annual debt service requirement for the 1991 bonds of \$8.88 million.)

The CAO reports that the recently approved 1994 Lease Revenue Bonds will not be sold until September, 1994. In the interim, interest rates could increase, decrease or remain unchanged. Ms. Wagner-Lockwood reports that interest rates for 30 year municipal bonds have recently increased from 6.5 percent to 6.8 percent.

Ms. Wagner-Lockwood also reports that the recent increase in interest rates from 6.5 to 6.8 percent suggests that, in contrast to the CAO's earlier report, it may not be possible to finance all of the proposed Moscone Center capital projects while maintaining an annual debt service limit of \$8.88 million. Specifically, Ms. Wagner-Lockwood states that, if the proposed 1994 Lease Revenue bonds are sold at or above the current interest rate for 30 year bonds of 6.8 percent, the City will be unable to finance all of the planned capital projects which have been programmed by the SFRA and which appear in Attachment 3 to this report. If interest rates increase further or do not decrease before the bonds are sold as expected in September or October, 1994, some of the proposed projects will

have to be curtailed. Ms. Wagner-Lockwood reports that the SFRA and the CAO have not yet determined which projects would be curtailed if sufficient bond funds are not available for all of the projects after the bonds are sold.

5. Ms. Wagner-Lockwood advises that securing the proposed Hotel Tax Bonds from the proposed Hotel Tax revenue generated by the ten hotels in the five Redevelopment Project Areas should result in a lower bond rating. Approximately 40 percent of the \$13 million of Hotel Tax revenues generated from these ten hotels, or \$5.2 million is paid by the Marriott Hotel. If the Marriott Hotel were to close, the Hotel Tax revenues used to secure the Hotel Tax bonds would be significantly reduced. According to Ms. Wagner-Lockwood, bond rating agencies are concerned that since there are only ten hotels in the five Redevelopment Project Areas and since one hotel is contributing approximately 40 percent of the total Hotel Tax revenues which would be used to secure the proposed Hotel Tax bonds, the proposed Hotel Tax bonds would receive a lower bond rating. Ms. Wagner-Lockwood reports that the proposed Hotel Tax Bonds should receive a triple B rating compared to an A rating that Redevelopment Agency Tax Increment bonds typically receive.

6. According to the CAO's Office, the proposed 12 percent Hotel Tax on hotels located in Redevelopment Project Areas would mean the City would most likely be unable to lower the Citywide Hotel Tax rate of 12 percent as long as any of the proposed Hotel Tax bonds remain outstanding or for 30 years.

7. In summary, the effect of the proposed ordinances would be to (1) authorize the Redevelopment Agency to collect the 12 percent Hotel Tax on the ten hotels located in five Redevelopment Project Areas or approximately \$8.88 million annually, that would be pledged to pay debt service on the proposed \$100 million Hotel Tax bonds to be issued and the previously approved Lease Revenue Bonds (Series 1994), and (2) issue up to \$100 million in Hotel Tax bonds to help finance the additional capital projects as shown in Attachment C at the Moscone Center in the Yerba Buena Redevelopment Project Area of approximately \$61.9 million and to fully retire the existing Refunding Lease Revenue Bonds (Series 1991) or \$26.3 million. Ms. Wagner-Lockwood reports that the proposed Hotel Tax Bonds should receive a triple B rating compared to an A rating that Redevelopment Agency Tax Increment bonds typically receive

Because the existing annual Hotel Tax revenues of \$8.88 million required to repay the proposed Hotel Tax bonds and Lease Revenue Bonds (Series 1994) on an annual basis is already being used to repay the Lease Revenue Bonds (Series 1991), the proposed ordinances would have no increased annual fiscal impact. However, the proposed Hotel Tax bonds and the previously approved refinancing Lease Revenue Bonds (Series 1994) increase the total debt service requirements for Moscone Center capital projects by approximately \$204.2 million, from \$62.2 million to \$266.4 million, over the next 30 years or an additional 23 years.

Approval of the proposed ordinances would complete the CAO's and SFRA's new financing plan for the Moscone Center. This financing plan was partially approved by the Board of Supervisors in April of 1994 through its approval to refinance the Lease Revenue Bonds (Series 1994).

Recommendation: Approval of the proposed ordinances are policy matters for the Board of Supervisors.



OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER289 CITY HALL
SAN FRANCISCO
CALIFORNIA 94102
415/554-4851

March 23, 1994

The Honorable Tom Hsieh,
Chair, Budget Committee, Board of Supervisors
City Hall, Room 235
San Francisco, CA 94102

Re: Financing of Children's Center, Mexican Museum and Convention Center Improvements

Dear Supervisor Hsieh:

I am writing to request that the Budget Committee schedule for the April 6, 1994 meeting, an ordinance we have submitted to the Clerk which would authorize the financing structure for the Children's Center, Mexican Museum and Moscone Convention Center Improvements in the Yerba Buena Redevelopment Project.

The following is provided by way of background:

- (1) In September 1993, the Board of Supervisors directed my office and Redevelopment Agency to work together to develop a financing plan which utilizes Hotel Tax revenue to finance certain facilities on the roof of the original Moscone Convention Center for (i) the "Children's Center), (ii) capital improvements and repairs to the Convention Center, and (iii) a portion of costs associated with the construction of the Mexican Museum. We have worked over the last six months with our financial consultants to develop a prudent, cost-effective approach to this financing. The first portion of this plan, an ordinance related to the refunding and restructuring of the lease between the City and the Redevelopment Agency for the original Moscone Convention Center is the item which I would request be heard by the Budget Committee on Wednesday, April 6, 1994.
- (2) The City currently appropriates some \$8.88 million of Hotel Tax revenues annually for debt service payments on the Redevelopment Agency issued 1991 Revenue Bonds for the Moscone Convention Center. The financing plan we have developed contemplates the refunding and restructuring of the 1991 Bonds through the issuance of new Lease Revenue Bonds, Series 1994 as well as the issuance of new Hotel Tax Bonds (Series 1994) by the Redevelopment Agency. It is anticipated that in 1997 the Agency will issue additional Hotel Tax bonds to provide up to \$7.5 million in matching funds for the construction of the Mexican Museum. The combined aggregate annual debt service on the new Moscone Bonds and the two Hotel Tax Bond issues will not exceed the aforementioned \$8.88 million.

Hon. Supervisor Tom Hsieh

March 23, 1994

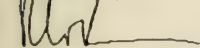
Page 2

- (3) At current interest rates, the annual allocation of \$8.88 million in debt service will cover the \$74.4 million needed for the projects - \$43.2 million for the Children's Center, \$23.7 million for the Moscone Improvements, and \$7.5 million for the Mexican Museum. However, a significant increase in interest rates prior to the sale of the Bonds would result in some reduction in the amount of bond proceeds available for projects. In that event, the Agency and my office will work together to decide which projects or portions of projects can be deferred or reduced.
- (4) In addition to approving the issuance of the new 1994 Moscone Lease Revenue bonds, (the item which we are asking you to hear on April 6) we will ask the Board at a future time to approve the issuance of the Redevelopment Agency's Hotel Tax bonds. At that time, the City will have to amend the Municipal Code and reauthorize the City's existing hotel tax in order to allow the Agency to levy a hotel tax pursuant to Section 7280 of the California Revenue and Taxation Code. The Redevelopment Agency's portion of the existing 12% hotel tax will be pledged to pay debt service on the Hotel Tax Bonds. Public hearings are necessary to accomplish this change. The Redevelopment Agency and we are in the process of scheduling these.
- (5) It is important to point out that the practical effect of the pledge by the Redevelopment Agency for their portion of the 12% Hotel Tax will mean that the City will most likely be unable to lower the citywide hotel tax below the current rate of 12% as long as the Agency's Hotel Tax Bonds are outstanding.

Redevelopment Agency personnel, my staff and I will be available to answer any questions you or your colleagues may have at the hearing or before.

Thank you for your cooperation.

Very truly yours,



Rudolf Nothenberg
Chief Administrative Officer

cc: Members of the Board of Supervisors
Mr. Harvey Rose, Budget Analyst
Mr. Bob Gamble, Redevelopment Agency

San Francisco Redevelopment Agency City and County of San Francisco

Moscone South = \$12,481,510

1994-1995 Costs	1992 Dollars	5% Inflation	1994 Dollars	1995-1996 Costs	1992 Dollars	5% Inflation	1995 Dollars
Emergency Generator Fuel Tank	30,000	1.10	33,075	Replaco Caulking	50,000	1.16	57,881
Upgrade Lobby Glass Doors	60,000	1.10	66,150	Replaco Topping Slab Cooling Tower	50,000	1.16	57,881
Re-roof South	900,000	1.10	982,250	Install Electric Pipes Swing Space	20,000	1.16	23,153
Replace 3rd and 4th Street Rollups	20,000	1.10	22,050	Add Wall Washers Concourse	20,000	1.16	23,153
Extend Stainless Hand Rails	12,500	1.10	13,781	Moscone South ADA	855,000	1.18	758,244
Repair Laake, Replace Ceiling Tile	80,000	1.10	88,200		\$785,000		\$920,312
Replace Globular Door Lock Sets E/W	30,000	1.10	33,075				
Replaco Ceramic Tile Rest Room Walls	120,000	1.10	132,300				
Replaco Toilet Partitions	20,000	1.10	22,050				
Repair Movable Walls E/W	150,000	1.10	165,375				
Paint Movable Walls E/W	200,000	1.10	220,500				
Replaco Globular Door Lock Sets, A/B/C	30,000	1.10	33,075				
Repair Movable Walls A/B/C	250,000	1.10	275,625				
Paint Movable Walls A/B/C	150,000	1.10	165,375	1996-1997 Costs	1992 Dollars	5% Inflation	1996 Dollars
Replaco Fabric Walls A/B/C	200,000	1.10	220,500	Sandblast Exterior	100,000	1.22	121,551
Replaco Ceramic Tile Rest Room Walls A/B/C	120,000	1.10	132,300	Install Theatrical Lighting E/W	50,000	1.22	60,776
Replace Partitions Rest Rooms A/B/C	30,000	1.10	33,075	Replaco Ceiling Tile E/W	90,000	1.22	109,396
Remodel Food Concession Areas A/B/C	200,000	1.10	220,500	Replaco Ceiling Tile A/B/C	200,000	1.22	243,101
Reupholster Lounge Seating	70,000	1.10	77,176	Replaco Fixtures, Furniture from 1979	3,000,000	1.22	3,646,519
Electrical Substation Repairs and Upgrades	30,000	1.10	33,075		\$3,440,000		\$4,181,342
Install Safety Strobe Lights	200,000	1.10	220,500				
Install CCTV Cameras	40,000	1.10	44,100	1997-1998 Costs	1992 Dollars	5% Inflation	1997 Dollars
Cross Connect Water and Fire Loop	50,000	1.10	55,125	Replaco 6 Escalators	600,000	1.28	765,769
Add Life Safety Annunciator Panel	10,000	1.10	20,948	Replaco 4 Elevators	400,000	1.28	510,513
Add New Electrical Service	6,500	1.10	7,168	Replaco Mobile Equipment	150,000	1.28	191,442
Add Elevator Card Access Admin.	15,000	1.10	16,538	Replaco Meeting Room Risers	25,000	1.28	31,907
Upgrade Honeywell BAS CPU's System	112,000	1.10	123,400	Repaint	150,000	1.28	191,442
Electronic Sign pylons Traffic Island	265,000	1.10	292,163				
Electronic Readerboards	190,000	1.10	209,475		\$1,325,000		\$1,691,073
Information Kiosks	5,800	1.10	6,395				
Miscellaneous Graphics	40,800	1.10	44,982				
Rowiro Telephone System	50,000	1.10	55,125	2000-2001 Costs	1992 Dollars	5% Inflation	2000 Dollars
Local Area Network	100,000	1.10	110,250	Replace Doors and Hardware	360,000	1.48	531,884
Telephone Billing Software	50,000	1.10	55,125	Recarpet	620,000	1.48	916,022
					\$980,000		\$1,447,908
	\$3,848,600		\$4,240,877				

\$23,731,871
TOTAL

San Francisco Redevelopment Agency
City and County of San Francisco

Moscone North = 6,254,057

1994-1995 Costs	1992 Dollars	5% Inflation	1994 Dollars
Seating Units	15,000	1.10	16,538
Remove Directory Lobby	20,000	1.10	22,050
Aluminum Covers Front Doors	10,000	1.10	11,025
Lounge Furniture Lobby	50,000	1.10	55,126
Replace Carpet E	60,000	1.10	66,150
Install Heavy Traffic Coating	30,000	1.10	33,075
Electronic Roadboards	128,000	1.10	142,223
Information Kiosks	16,000	1.10	17,640
Miscellaneous Graphics	12,100	1.10	13,340
	\$342,100		\$377,165
1995-1996 Costs	1992 Dollars	5% Inflation	1996 Dollars
Moscone North ADA	665,000	1.16	769,821
	\$665,000		\$769,821
1996-1997 Costs	1992 Dollars	5% Inflation	1997 Dollars
Repair Movable Walls	400,000	1.22	488,203
Replace Carpet	60,000	1.22	72,930
Repair Movable Walls North Mtg Rm	60,000	1.22	72,930
Replace Damaged Doors	120,000	1.22	145,861
	\$640,000		\$777,924
1997-1998 Costs	1992 Dollars	5% Inflation	1997 Dollars
Repair Movable Walls	252,000	1.28	321,623
Replace Hall E Carpet	120,000	1.28	153,154
Re-Carpet Movable Walls	500,000	1.28	638,141
Re-Carpet All Areas	370,000	1.28	472,224
Repaint	150,000	1.28	191,442
Replace Fixtures/Furniture	2,000,000	1.28	2,552,563
	\$3,392,000		\$4,323,147

San Francisco Redevelopment Agency
City and County of San Francisco

Esplanado = 4,996,205

1994-1995 Costs	1992 Dollars	5% Inflation	1994 Dollars
Add Down Lights/Wall Washers	16,000	1.10	17,640
Add Remote Control Units	9,000	1.10	9,923
Electronic Readerboards	124,000	1.10	130,710
Miscellaneous Graphics	28,100	1.10	30,080
	\$177,100		\$195,253

1995-1996 Costs	1992 Dollars	5% Inflation	1995 Dollars
Install Traffic Coaling	30,000	1.16	34,729
	\$30,000		\$34,729

1996-1997 Costs	1992 Dollars	5% Inflation	1996 Dollars
Repair Movable Walls	320,000	1.22	380,982
Re-Carpet Movable Walls	300,000	1.22	364,652
	\$620,000		\$753,614

1997-1998 Costs	1992 Dollars	5% Inflation	1997 Dollars
Replace Fixtures/Furniture	250,000	1.28	319,070
	\$250,000		\$319,070

2000-2001 Costs	1992 Dollars	5% Inflation	2000 Dollars
Replace Door Hardware	60,000	1.48	73,873
Replace Movable Walls	1,200,000	1.48	1,772,947
Re-Carpet All Areas	500,000	1.48	738,728
Replace Fixtures/Furniture	750,000	1.40	1,108,092

San Francisco Redevelopment Agency
City and County of San Francisco
Children's Facilities

	1994 Dollars
Children's Place	8,887,000
Child Care	4,121,000
Ice Rink	11,460,000
Bowling Center	2,737,000
Carousel Enclosure	1,428,000
Carousel Purchase	1,238,000
Children's Garden	9,987,000
Building Alternates	920,000
Garden Alternates	1,427,000
Moscone Alternates	980,000
Total	\$43,172,000

Items 10, 11, 12 and 13 - Files 251-94-2, 97-94-30, 97-94-31, and 251-94-8

Note: Item 10, File 251-94-2 was continued from the May 4, 1994 Budget Committee meeting.

Item: Hearing to consider the Budget Analyst's report on compensatory time off; legislation reforming the accrual of compensatory time off in various departments; record-keeping; and legislation limiting compensatory time for certain positions (File 251-94-2).

Ordinance amending the San Francisco Administrative Code by adding Section 18.15 thereto to centralize the record-keeping of all compensatory time off pay accruing to and used by all City employees (File 97-94-30).

Ordinance amending Chapter 18 of the San Francisco Administrative Code by adding Section 18.14 to restrict the availability, use, and accrual of compensatory time off pay for certain City employees (annual maximum pay greater than \$90,000) (File 97-94-31).

Resolution requesting the Human Resources Department and the Civil Service Commission to conduct a study and report back to the Board of Supervisors on the various Civil Service classifications which are assigned as "Z" category to determine the appropriateness of such determinations allowing compensatory time off to executive, administrative, and professional employees in light of job descriptions and overall compensation and compensation packages (File 251-94-8).

Description: The Federal Fair Labor Standards Act (FLSA) requires that employees who are subject to its provision must be paid in cash for overtime worked, unless they and the employer agree that the employee shall receive compensatory time off (CTO) in lieu of overtime. For employees who are covered by the FLSA, the employer is legally required to pay overtime or compensatory time off.

However, some employees are not covered by the FLSA. Generally, such "exempt" employees must hold positions which are executive, administrative, or professional in nature.

The question of whether certain public employees are exempt from the FLSA is currently being litigated in Federal court. According to the City Attorney's Office, depending on the outcome of this litigation, the City could be required to pay all or some of its currently exempt employees in cash at time and

one-half for their hours of overtime work, regardless of the nature of their duties.

Civil Service classifications which are exempt from the FLSA are denoted with a "Z" classification by the Civil Service Commission. The Civil Service Commission determines whether any specific classification is exempt from the FLSA on an individual basis. In an October 26, 1993 report to the Board of Supervisors concerning Compensatory Time Off, the Budget Analyst has previously reported that 4,441 or 18.9 percent of the 23,470 positions included in the 1993-94 budget are classified as exempt from the FLSA and are not entitled to cash payments for overtime worked.

Eligibility for Compensatory Time Off

At the present time, the City's Annual Salary Ordinance (ASO) provides that the 4,441 "Z" employees who are exempt from the FLSA may receive compensatory time off at time and one-half for hours worked in excess of 40 hours per week. The ASO specifically provides:

Occupants of the position specified by symbol "Z" shall work such hours as may be necessary for the full and proper performance of their duties and shall receive no additional compensation for work on holidays or in excess of 8 hours per day for 5 days per week, but may be granted compensatory time off under the provisions of Section V (B) of the Salary Standardization Ordinance...

Section V (B) of the Salary Ordinance states that,

Employees occupying positions determined by the Civil Service Commission as being exempt from the FLSA and designated by a "Z" shall not be paid for overtime worked but may be granted compensatory time off at the rate of one and one half times for time worked in excess of normal work schedules.

However, there are no existing policies in the ASO, SSO, or the Administrative Code concerning the oversight or approval of compensatory time for exempt employees.

Existing Limits on Number of Overtime Hours Worked

Section 18.13(a) of the Administrative Code prohibits any employee from working overtime hours in any fiscal year that exceed 16 percent of the regular work schedule. Based on a 40-hour work week, a regular work schedule over one year would entail 2,080 hours of work; 16 percent of the regular work

schedule would be 333 hours. Thus, the Administrative Code currently prohibits any employee who regularly works 40 hours per week from working more than 333 hours of overtime in any fiscal year.

Existing Limits on the Accumulation of CTO

The Salary Standardization Ordinance provides that non-exempt employees (who are subject to the FLSA) may not accumulate more than 240 hours of compensatory time off, calculated at time and one half (which is equivalent to 160 hours of actual work performed in excess of 40 hours per week). However, there is currently no limit on the number of hours of compensatory time off which may be accrued by "Z" employees who are exempt from the FLSA.

As reported in the Budget Analyst's October 26, 1993 report to the Board of Supervisors, there are no City-wide policies at the present time concerning the accumulation or use of compensatory time off by "Z" employees. Rather, individual departments have established their own policies concerning which employees qualify for compensatory time off, the maximum amount of CTO which can be accumulated or carried forward from one fiscal year to the next, requirements for approval, and record-keeping systems.

Effects of the Proposed Legislation

The proposed resolution (File 251-94-8) would request the Human Resources Department (HRD) and the Civil Service Commission (CSC) to conduct a study and report back to the Board of Supervisors on the various Civil Service classifications which are assigned as "Z" category to determine the appropriateness of such determinations allowing compensatory time off to executive, administrative, and professional employees in light of job descriptions and overall compensation and compensation packages.

The proposed ordinance (File 97-94-30) would amend the Administrative Code by adding Section 18.15 to centralize the recordkeeping of all overtime and compensatory time off accruing to and used by all City employees.

The proposed ordinance (File 97-94-31) would amend the Administrative Code by adding Section 18.14 to restrict the availability, use, and accrual of compensatory time off for City employees who are exempt from the FLSA, if (1) the employee's classification has a maximum annual salary amount greater than \$90,000, or (2) the employee is an appointing officer, director of any City agency or department, or otherwise holds a position designated by the Department of

Human Resources as executive management, regardless of the annual maximum pay for the position.

In addition, the proposed ordinance (File 97-94-31) would provide that CTO which has already accrued for employees who are subject to the proposed ordinance (as described above) may be taken at the discretion of the appointing officer, subject to the Controller's certification that all CTO hours proposed to be taken have been properly documented and approved by the appointing officer.

In addition, the proposed ordinance (File 97-94-31) would prohibit employees who are subject to the proposed ordinance (as described above) to receive a cash payment for CTO balances after the employee's last day of work in any department or upon transfer between departments.

The proposed ordinance (File 97-94-31) provides that its provisions shall not affect any obligations imposed by a valid collective bargaining agreement between the City and a recognized labor organization.

Comments:

1. In a report to the Board of Supervisors of October 16, 1993, the Budget Analyst has previously estimated that exempt and non-exempt City employees had accumulated a total of 445,625 hours of compensatory time off as of October, 1993. The majority of these hours (63 percent) had been accumulated by Police and Fire Department employees, as follows:

<u>Department</u>	<u>Number of CTO Hours Accrued</u>	<u>Percent of Total</u>
Fire	196,143	44
Police	84,236	19
All Other Departments	<u>165,246</u>	<u>37</u>
Total	445,625	100

The average was 20 hours of CTO accumulated per employee, among City employees who had accumulated compensatory time off as of October, 1993. Excluding the Police and Fire departments, employees in all other departments had accumulated an average of nine hours of compensatory time off per employee as of October, 1993.

2. As previously noted, the Budget Analyst determined that 4,441 employees (or 18.9 percent of 23,470 total authorized positions) were exempt from the FLSA in 1993-94.

BOARD OF SUPERVISORS
BUDGET ANALYST

Assuming that each of these 4,441 exempt employees had accumulated 9 hours of CTO each (based on the average CTO per employee in all departments other than Police and Fire), and based on the average salary and fringe benefit costs of City job classifications, as reported by the Civil Service Commission, of approximately \$50,000 per annum (\$24 per hour), the Budget Analyst estimated that the City's total liability for CTO which had accrued to exempt employees as of October, 1993 was \$959,256 (4,441 exempt employees x 9 hours CTO per exempt employee x \$24/hour).

It could not be established how many accumulated CTO hours which were reported by City departments in October, 1993 had been accumulated in a single fiscal year. Therefore, the City's annual cost for CTO hours used or accumulated by City employees in a single fiscal year could not be determined. Our \$959,256 estimated cost for CTO of exempt employees represents the City's total liability for CTO hours which had been accumulated by exempt employees as of October, 1993, regardless of the fiscal year when the hours were earned based on the departments which responded to the survey of the Budget Analyst.

3. The proposed ordinance (File 97-94-31) would prohibit exempt employees in classifications with a maximum annual salary of \$90,000, or in executive management positions, from accruing compensatory time off.

The Civil Service Commission has provided a listing of City job classifications ranked by salary amount. An excerpt from this list, showing all job classifications with maximum salary amounts higher than \$90,000, is attached to this report. This list reflects that the 1993-94 budget includes a total of 568 authorized positions which have maximum annual salaries greater than \$90,000, and that 520 of these are designated "Z" or are exempt from the FLSA.

At the present time, the average number of CTO hours which are used or accumulated by employees in these classifications is not known. However, for purposes of illustration, the following dollar amounts approximate the City's minimum annual cost to provide the number of CTO hours shown below for 520 exempt employees who earn more than \$90,000 annually (based on an hourly rate of \$43.27 at an annual salary of \$90,000):

<u>No. of CTO hours Per Employee Per Year</u>	<u>Minimum Annual Cost for 520 Employees*</u>
10	\$225,004
20	450,008
40	900,016
80	1,800,032

*Based on 520 employees earning CTO at an hourly rate of \$43.27, equivalent to \$90,000 annually.

However, it should be noted that some of these employees who work in excess of a normal work schedule do not record such hours or request credit for their CTO.

4. The proposed ordinance (File 97-94-30) would amend the City's Administrative Code by adding Section 18.16 to require centralized recordkeeping of compensatory time off pay. Specifically, each City department would be required to report to the Controller each pay period concerning all overtime and compensatory time off which was accrued and paid out. The Controller would be required to maintain records of overtime and compensatory time balances and payments, and to submit semi-annual reports to the Board of Supervisors concerning CTO and overtime payments and outstanding balances.

Mr. Ed Harrington, the City Controller, states that he supports efforts to reform the City's current policies concerning compensatory time off. Mr. Harrington states that the City's existing payroll system could be used to report compensatory time and overtime hours, just as it is currently used to track vacation and sick leave hours.

However, Mr. Harrington has expressed concern that, by utilizing the City's centralized payroll records systems to monitor compensatory time, compensatory time may have to be recognized under generally accepted accounting principles as a legal liability of the City. If CTO is recognized as a legal liability of the City, the City's financial statements would have to reflect this liability. Mr. Harrington notes that the City ended the 1992-93 fiscal year, for the first time, with a negative cash balance, meaning that the City's liabilities exceeded its assets on June 30, 1993. Mr. Harrington reports that he expects the City to have a positive cash balance on June 30, 1994, but that the cash balance could again be negative, if CTO is deemed to be a legal liability of the City.

Mr. Harrington also notes that increasing the City's financial liabilities, relative to its assets, could adversely affect the

City's bond rating, resulting in higher interest costs for borrowed funds.

Mr. Harrington recommends that the City develop a comprehensive policy for the use and accumulation of CTO by all employees, before implementing formal recordkeeping systems which further institutionalize CTO as an employee benefit.

5. Mr. Wendell Pryor, the Director of Human Resources, states that the City's policy concerning compensatory time off for employees exempt from the Fair Labor Standards Act should be developed in the context of evolving case law concerning CTO for municipal employees. In particular, Mr. Pryor notes that a case will be heard before the U.S. Supreme Court to determine whether a municipal employer who requires employees to record their hours may or may not exempt its employees from the FLSA. In other words, by requiring hourly recordkeeping, the City could jeopardize the classification of certain employees as exempt from the FLSA, according to Mr. Pryor.

Mr. Pryor reports that, in his judgement, it is probably not a prevailing practice to provide compensatory time off to employees who are exempt from the FLSA. However, Mr. Pryor reports that the prevailing practice instead is probably to grant 2 to 10 days of administrative leave annually for exempt employees. Mr. Pryor states that the prevailing practice will be documented and analyzed as part of a comprehensive compensation and classification study of all City positions which is currently being planned by the Department of Human Resources.

Regardless of the specific leave policy which is adopted for the City's exempt employees, Mr. Pryor advises that the City should not refer to such leave as "compensatory time" because of the unresolved legal issues which pertain to compensatory time in the public sector.

6. Mr. Pryor reports that the proposed ordinance (File 97-94-31) to prohibit compensatory time for certain employees is subject to meet and confer proceedings with employee organizations. Mr. Pryor reports that the Employee Relations Division of the HRD has already commenced meet and confer proceedings with the Management Employees Association (MEA) which represents managerial and executive employees.

7. The proposed resolution (File 251-94-8) would request the Human Resources Department and the Civil Service

Commission to conduct a study and report back to the Board of Supervisors on the various Civil Service classifications which are assigned as "Z" category to determine the appropriateness of such determinations allowing compensatory time off to executive, administrative, and professional employees in light of job descriptions and overall compensation and compensation packages.

Mr. Pryor states that this study will be conducted as part of an overall classification and compensation study for all City positions which is currently being planned by the HRD, and that managerial and executive positions will be among the first group of positions to be analyzed. Mr. Pryor states that this portion of the study is expected to begin in July or August, 1994 and should be complete by March 1, 1995, at the latest. Mr. Pryor indicates that the study will be conducted by existing personnel analysts at the HRD, and by retaining outside consultants at an estimated cost of \$300,000. Ms. Teresa Serata of the Mayor's Office reports that \$300,000 for outside consultants to assist in a comprehensive classification and compensation study was appropriated by the Board of Supervisors in 1990-91 and is currently on reserve pending identification of the contractors.

8. In our report of October 26, 1993 concerning compensatory time off, the Budget Analyst recommended that the Board of Supervisors should:

(1) Prohibit the accumulation and use of compensatory time off for all executive, administrative and professional employees, unless countermanded by labor agreements;

(2) Adopt legislation requiring:

(A) that all compensatory time earned and taken off by employees subject to the provisions of the Fair Labor Standards Act must require prior approval by the employees' supervisors; and

(B) that the Controller should be requested to provide a standardized method of accounting and tracking of compensatory time earned and taken off for all departments; and,

(3) Submit a Charter Amendment to the electorate that would require that Memoranda of Understanding established through binding arbitration be subject to Board of Supervisors approval.

The proposed ordinance (File 97-94-31) would prohibit compensatory time off for all executive, managerial, or executive employees to the extent that these employees are (1) exempt from the FLSA and (2) are either employed in classifications having maximum annual salaries greater than \$90,000, or serve as appointing officers or department heads regardless of the maximum annual salary for their positions.

The proposed ordinance (File 97-94-30) would have the Controller provide a standardized method of accounting and tracking CTO which is accrued and taken by all City employees.

- Recommendations:**
1. Approval of the proposed resolution (File 251-94-8), to request the Human Resources Department and the Civil Service Commission to conduct a study and report back to the Board of Supervisors on the various Civil Service classifications which are assigned as "Z" category to determine the appropriateness of such determinations allowing compensatory time off to executive, administrative, and professional employees in light of job descriptions and overall compensation and compensation packages, is a policy matter for the Board of Supervisors.
 2. Approve the proposed ordinance (File 97-94-30), which would amend the Administrative Code to centralize the recordkeeping of all compensatory time off pay accruing to and used by all City employees.
 3. Approval of the proposed ordinance (File 97-94-31), to restrict the availability, use, and accrual of compensatory time off pay for certain City employees, is a policy matter for the Board of Supervisors.

City and County of San Francisco - Civil Service Commission
Level Charts : ASO 2.60b
Positions in Current Year Budget
Summary by Current Annual Salary, Class & Department

Selection Criteria = CY Salary >= \$60,000

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Annual Salary	Class	Title	Budgeted Positions	Z Symbol
163,725	1164	ADMINISTRATOR, SFGH MEDICAL CENTER.....		Z
163,725	1164	86 SAN FRANCISCO GENERAL HOSPITAL	1	
163,725	1164	ADMINISTRATOR, SFGH MEDICAL CENTER.....	1	
138,669	1190	MAYOR.....		Z
138,669	1190	25 MAYOR	1	
138,669	1190	MAYOR.....	1	
137,520	1182	CHIEF ADMINISTRATIVE OFFICER.....		Z
137,520	1182	70 CHIEF ADMINISTRATIVE OFFICER	1	
137,520	1182	CHIEF ADMINISTRATIVE OFFICER.....	1	
135,459	2582	FORENSIC PATHOLOGIST.....		Z
135,459	2582	74 MEDICAL EXAMINER/CORONER	5	
135,459	2582	FORENSIC PATHOLOGIST.....	5	
134,154	1168	DIRECTOR OF HEALTH.....		Z
134,154	1168	83 PUBLIC HEALTH CENTRAL OFFICE	1	
134,154	1168	DIRECTOR OF HEALTH.....	1	
134,154	1172	GENERAL MANAGER OF PUBLIC UTILITIES COMM		Z
134,154	1172	40 PUBLIC UTILITIES COMMISSION	1	
134,154	1172	GENERAL MANAGER OF PUBLIC UTILITIES COMM	1	
134,154	5190	DIRECTOR OF PUBLIC WORKS.....		Z
134,154	5190	90 PUBLIC WORKS	1	
134,154	5190	DIRECTOR OF PUBLIC WORKS.....	1	
130,082	1682	CONTROLLER.....		Z
130,082	1682	09 CONTROLLER	1	
130,082	1682	CONTROLLER.....	1	
129,508	8197	CITY ATTORNEY.....		Z
129,508	8197	03 CITY ATTORNEY	1	
129,508	8197	CITY ATTORNEY.....	1	
129,508	8198	DISTRICT ATTORNEY.....		Z
129,508	8198	04 DISTRICT ATTORNEY	1	
129,508	8198	DISTRICT ATTORNEY.....	1	
129,482	9399	PORT DIRECTOR.....		
129,482	9399	39 PORT	1	
129,482	9399	PORT DIRECTOR.....	1	
128,281	2584	CHIEF MEDICAL EXAMINER - CORONER.....		Z
128,281	2584	74 MEDICAL EXAMINER/CORONER	1	
128,281	2584	CHIEF MEDICAL EXAMINER - CORONER.....	1	
128,281	9278	DIRECTOR OF AIRPORTS.....		Z
128,281	9278	27 AIRPORT	1	
128,281	9278	DIRECTOR OF AIRPORTS.....	1	
124,731	2171	ASSOC ADMIN, MEDICAL SERVICES, LHH.....		Z
124,731	2171	85 LAGUNA HONDA	1	
124,731	2171	ASSOC ADMIN, MEDICAL SERVICES, LHH.....	1	
124,731	2235	MEDICAL DIRECTOR, DEPARTMENT OF HEALTH..		Z
124,731	2235	83 PUBLIC HEALTH CENTRAL OFFICE	3	
124,731	2235	87 COMMUNITY MENTAL HEALTH	1	
124,731	2235	MEDICAL DIRECTOR, DEPARTMENT OF HEALTH..	4	

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
124,731	3570	DIRECTOR AND CHIEF CURATOR, MUSEUMS.....		Z
124,731	3570	61 FINE ARTS MUSEUMS	1	
124,731	3570	DIRECTOR AND CHIEF CURATOR, MUSEUMS.....	1	
124,209	0140	CHIEF OF DEPT(FIRE DEPARTMENT).....		
124,209	0140	31 FIRE DEPARTMENT	1	
124,209	0140	CHIEF OF DEPT(FIRE DEPARTMENT).....	1	
124,209	0390	CHIEF OF POLICE.....		
124,209	0390	38 POLICE COMMISSION	1	
124,209	0390	CHIEF OF POLICE.....	1	
123,322	8184	CHIEF ATTORNEY II.....		Z
123,322	8184	03 CITY ATTORNEY	5	
123,322	8184	04 DISTRICT ATTORNEY	1	
123,322	8184	CHIEF ATTORNEY II.....	6	
123,322	8196	PUBLIC DEFENDER.....		Z
123,322	8196	05 PUBLIC DEFENDER	1	
123,322	8196	PUBLIC DEFENDER.....	1	
122,878	1882	DIRECTOR, SYSTEMS AND DATA PROCESSING...		Z
122,878	1882	09 CONTROLLER	1	
122,878	1882	DIRECTOR, SYSTEMS AND DATA PROCESSING...	1	
122,878	2891	DEPUTY DIR FOR BUS & OPERS, DPH.....		Z
122,878	2891	83 PUBLIC HEALTH CENTRAL OFFICE	1	
122,878	2891	DEPUTY DIR FOR BUS & OPERS, DPH.....	1	
121,025	9186	GENERAL MANAGER, MUNICIPAL RAILWAY.....		Z
121,025	9186	35 MUNICIPAL RAILWAY	1	
121,025	9186	GENERAL MANAGER, MUNICIPAL RAILWAY.....	1	
120,503	1680	CHIEF ASSISTANT CONTROLLER.....		Z
120,503	1680	09 CONTROLLER	1	
120,503	1680	CHIEF ASSISTANT CONTROLLER.....	1	
120,503	2974	GENERAL MANAGER, DEPT OF SOC SERVICES...		Z
120,503	2974	45 SOCIAL SERVICES	1	
120,503	2974	GENERAL MANAGER, DEPT OF SOC SERVICES...	1	
118,154	2895	DEPUTY DIRECTOR FOR MENTAL HEALTH PROG..		Z
118,154	2895	87 COMMUNITY MENTAL HEALTH	1	
118,154	2895	DEPUTY DIRECTOR FOR MENTAL HEALTH PROG..	1	
118,154	2896	DEPUTY DIRECTOR FOR COMM HEALTH PROG....		Z
118,154	2896	83 PUBLIC HEALTH CENTRAL OFFICE	1	
118,154	2896	DEPUTY DIRECTOR FOR COMM HEALTH PROG....	1	
118,154	5116	DIRECTOR OF PLANNING.....		Z
118,154	5116	29 CITY PLANNING	1	
118,154	5116	DIRECTOR OF PLANNING.....	1	
117,450	2182	ADMINISTRATOR, LAGUNA HONDA HOSPITAL....		Z
117,450	2182	85 LAGUNA HONDA	1	
117,450	2182	ADMINISTRATOR, LAGUNA HONDA HOSPITAL....	1	
117,450	8193	CHIEF ATTORNEY I (CIVIL AND CRIMINAL)...		Z
117,450	8193	05 PUBLIC DEFENDER	1	
117,450	8193	CHIEF ATTORNEY I (CIVIL AND CRIMINAL)...	1	
116,353	8183	ASST CHIEF ATTORNEY II (CIVIL AND CRIM)...		Z
116,353	8183	03 CITY ATTORNEY	3	
116,353	8183	04 DISTRICT ATTORNEY	1	
116,353	8183	ASST CHIEF ATTORNEY II (CIVIL AND CRIM)...	4	
115,910	4390	TREASURER.....		Z
115,910	4390	08 TREASURER-TAX COLLECTOR	1	
115,910	4390	TREASURER.....	1	
115,884	1112	RETIREMENT SYSTEM GENERAL MANAGER.....		Z

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
115,884	1112	44 RETIREMENT SYSTEM	1	
115,884	1112	RETIREMENT SYSTEM GENERAL MANAGER.....	1	
114,761	5166	WATER DEPT GEN MANAGER & CHIEF ENGINEER.		Z
114,761	5166	47 WATER DEPARTMENT	1	
114,761	5166	WATER DEPT GEN MANAGER & CHIEF ENGINEER.	1	
114,761	5182	DEPUTY DIRECTOR OF DPW AND ENGINEERING..		Z
114,761	5182	90 PUBLIC WORKS	1	
114,761	5182	DEPUTY DIRECTOR OF DPW AND ENGINEERING..	1	
114,761	5187	EXECUTIVE DIRECTOR, CLEAN WATER PROGRAM.		Z
114,761	5187	90 PUBLIC WORKS	1	
114,761	5187	EXECUTIVE DIRECTOR, CLEAN WATER PROGRAM.	1	
114,761	5189	MANAGER, UTILITIES ENGR BUREAU, PUC.....		Z
114,761	5189	40 PUBLIC UTILITIES COMMISSION	1	
114,761	5189	MANAGER, UTILITIES ENGR BUREAU, PUC.....	1	
114,761	5194	DEP DIRECTOR OF DPW FOR OPERATIONS.....		Z
114,761	5194	90 PUBLIC WORKS	1	
114,761	5194	DEP DIRECTOR OF DPW FOR OPERATIONS.....	1	
114,109	8185	DIRECTOR, FAMILY SUPPORT BUREAU.....		Z
114,109	8185	04 DISTRICT ATTORNEY	1	
114,109	8185	DIRECTOR, FAMILY SUPPORT BUREAU.....	1	
113,117	2233	SUPERVISING PHYSICIAN SPECIALIST.....		Z
113,117	2233	83 PUBLIC HEALTH CENTRAL OFFICE	2	
113,117	2233	85 LAGUNA HONDA	1	
113,117	2233	86 SAN FRANCISCO GENERAL HOSPITAL	3	
113,117	2233	87 COMMUNITY MENTAL HEALTH	1	
113,117	2233	SUPERVISING PHYSICIAN SPECIALIST.....	7	
113,013	2836	DIRECTOR OF PUBLIC HEALTH NURSING.....		Z
113,013	2836	83 PUBLIC HEALTH CENTRAL OFFICE	1	
113,013	2836	DIRECTOR OF PUBLIC HEALTH NURSING.....	1	
112,621	2369	DIRECTOR OF NURSES, LHH.....		
112,621	2369	85 LAGUNA HONDA	1	
112,621	2369	DIRECTOR OF NURSES, LHH.....	1	
112,517	5193	DEP DIRECTOR OF DPW FOR FIN MGT, ADMIN..		Z
112,517	5193	90 PUBLIC WORKS	1	
112,517	5193	DEP DIRECTOR OF DPW FOR FIN MGT, ADMIN..	1	
112,517	8418	CHIEF PROBATION OFFICER, JUVENILE COURT.		Z
112,517	8418	12 JUVENILE PROBATION DEPARTMENT	1	
112,517	8418	CHIEF PROBATION OFFICER, JUVENILE COURT.	1	
111,864	A942	SENIOR ASSOCIATED ADMINISTRATOR.....		
111,864	A942	86 SAN FRANCISCO GENERAL HOSPITAL	2	
111,864	A942	SENIOR ASSOCIATED ADMINISTRATOR.....	2	
111,812	4290	ASSESSOR.....		Z
111,812	4290	02 ASSESSOR	1	
111,812	4290	ASSESSOR.....	1	
110,820	1146	CLERK OF THE BD, LEGIS ADM AND CITY CLK.		Z
110,820	1146	01 BOARD OF SUPERVISORS	1	
110,820	1146	CLERK OF THE BD, LEGIS ADM AND CITY CLK.	1	
110,820	8181	ASSISTANT CHIEF ATTORNEY I.....		Z
110,820	8181	03 CITY ATTORNEY	8	
110,820	8181	04 DISTRICT ATTORNEY	4	
110,820	8181	ASSISTANT CHIEF ATTORNEY I.....	12	
110,820	9261	TERMINAL CONSTRUCTION PROG ADMINISTRATOR		Z
110,820	9261	27 AIRPORT	1	
110,820	9261	TERMINAL CONSTRUCTION PROG ADMINISTRATOR	1	

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
110,820	9270	DEPUTY DIRECTOR, BUSINESS ADMIN, AIRPORT		Z
110,820	9270	27 AIRPORT	1	
110,820	9270	DEPUTY DIRECTOR, BUSINESS ADMIN, AIRPORT	1	
110,820	9272	DEPUTY DIRECTOR, OPER AND MAINT, AIRPORT		Z
110,820	9272	27 AIRPORT	1	
110,820	9272	DEPUTY DIRECTOR, OPER AND MAINT, AIRPORT	1	
110,820	9274	DEPUTY DIRECTOR, PLAN AND DEVEL, AIRPORT		Z
110,820	9274	27 AIRPORT	1	
110,820	9274	DEPUTY DIRECTOR, PLAN AND DEVEL, AIRPORT	1	
110,376	1115	CHIEF INVESTMENT OFFICER.....		Z
110,376	1115	44 RETIREMENT SYSTEM	1	
110,376	1115	CHIEF INVESTMENT OFFICER.....	1	
110,376	4374	TAX ADMINISTRATOR.....		Z
110,376	4374	08 TREASURER-TAX COLLECTOR	1	
110,376	4374	TAX ADMINISTRATOR.....	1	
110,011	0555	CHIEF EXEC. OFFICER, SUPERIOR COURT.....		
110,011	0555	10 SUPERIOR COURT	1	
110,011	0555	CHIEF EXEC. OFFICER, SUPERIOR COURT.....	1	
109,828	1677	ASST GEN MGR, FINANCE, BUR FIN MGT, PUC.		Z
109,828	1677	40 PUBLIC UTILITIES COMMISSION	1	
109,828	1677	ASST GEN MGR, FINANCE, BUR FIN MGT, PUC.	1	
109,776	2250	DIRECTOR OF CLINICAL SERVICES.....		Z
109,776	2250	83 PUBLIC HEALTH CENTRAL OFFICE	0	
109,776	2250	DIRECTOR OF CLINICAL SERVICES.....	0	
108,680	4124	MANAGING DIR,WAR MEM,PERFORM ARTS CTR...		Z
108,680	4124	46 WAR MEMORIAL	1	
108,680	4124	MANAGING DIR,WAR MEM,PERFORM ARTS CTR...	1	
107,166	3140	GENERAL MANAGER, REC-PARK DEPT.....		Z
107,166	3140	42 RECREATION AND PARK COMMISSION	1	
107,166	3140	GENERAL MANAGER, REC-PARK DEPT.....	1	
107,010	1885	MANAGER, BUR OF MANAGEMENT INFO SYS, PUC		Z
107,010	1885	40 PUBLIC UTILITIES COMMISSION	1	
107,010	1885	MANAGER, BUR OF MANAGEMENT INFO SYS, PUC	1	
106,540	5185	GENERAL MANAGER, HETCH HETCHY PROJECT...		Z
106,540	5185	32 HETCH HETCHY PROJECT	1	
106,540	5185	GENERAL MANAGER, HETCH HETCHY PROJECT...	1	
105,564	0242	COURT COMPUTOR SYS DIR, MC.....		
105,564	0242	11 MUNICIPAL COURT	1	
105,564	0242	COURT COMPUTOR SYS DIR, MC.....	1	
105,548	8182	HEAD ATTORNEY - CIVIL AND CRIMINAL.....		Z
105,548	8182	03 CITY ATTORNEY	15	
105,548	8182	04 DISTRICT ATTORNEY	16	
105,548	8182	05 PUBLIC DEFENDER	8	
105,548	8182	HEAD ATTORNEY - CIVIL AND CRIMINAL.....	39	
105,130	2232	SENIOR PHYSICIAN SPECIALIST.....		Z
105,130	2232	31 FIRE DEPARTMENT	1	
105,130	2232	83 PUBLIC HEALTH CENTRAL OFFICE	17	
105,130	2232	85 LAGUNA HONDA	33	
105,130	2232	86 SAN FRANCISCO GENERAL HOSPITAL	13	
105,130	2232	87 COMMUNITY MENTAL HEALTH	53	
105,130	2232	SENIOR PHYSICIAN SPECIALIST.....	117	
105,130	4373	DEPUTY TAX ADMINISTRATOR.....		Z
105,130	4373	08 TREASURER-TAX COLLECTOR	1	
105,130	4373	DEPUTY TAX ADMINISTRATOR.....	1	
105,130	5184	SUPT BLOG INSPECTION, PROPERTY CONSERVA.		Z

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
105,130	5184	90 PUBLIC WORKS	1	
105,130	5184	SUPT BLDG INSPECTION, PROPERTY CONSERVA.	1	
105,130	9381	DIRECTOR, INTERNAL SERVICES.....		Z
105,130	9381	39 PORT	1	
105,130	9381	DIRECTOR, INTERNAL SERVICES.....	1	
105,130	9383	DIR, PLANNING, DEVL & COMMUNITY AFFAIRS.		Z
105,130	9383	39 PORT	1	
105,130	9383	DIR, PLANNING, DEVL & COMMUNITY AFFAIRS.	1	
105,130	9384	DIRECTOR, TENANT SERVICES.....		Z
105,130	9384	39 PORT	1	
105,130	9384	DIRECTOR, TENANT SERVICES.....	1	
105,130	9388	DIRECTOR, CARGO SERVICES.....		Z
105,130	9388	39 PORT	1	
105,130	9388	DIRECTOR, CARGO SERVICES.....	1	
104,556	2234	DISTRICT HEALTH OFFICER.....		Z
104,556	2234	83 PUBLIC HEALTH CENTRAL OFFICE	0	
104,556	2234	DISTRICT HEALTH OFFICER.....	0	
104,556	AA61	DIRECTOR OF HUMAN RESOURCES.....		
104,556	AA61	30 CIVIL SERVICE	1	
104,556	AA61	DIRECTOR OF HUMAN RESOURCES.....	1	
104,504	0150	DEPUTY CHIEF OF DEPT(FIRE DEPARTMENT)...		
104,504	0150	31 FIRE DEPARTMENT	1	
104,504	0150	DEPUTY CHIEF OF DEPT(FIRE DEPARTMENT)...	1	
104,504	0400	DEPUTY CHIEF.....		
104,504	0400	38 POLICE COMMISSION	3	
104,504	0400	DEPUTY CHIEF.....	3	
104,478	0145	ASSISTANT DEPUTY CHIEF.....		
104,478	0145	31 FIRE DEPARTMENT	1	
104,478	0145	ASSISTANT DEPUTY CHIEF.....	1	
104,112	2240	RADIOLOGIST.....		Z
104,112	2240	86 SAN FRANCISCO GENERAL HOSPITAL	1	
104,112	2240	RADIOLOGIST.....	1	
104,112	4150	DIRECTOR OF PROPERTY.....		Z
104,112	4150	71 REAL ESTATE	1	
104,112	4150	DIRECTOR OF PROPERTY.....	1	
103,512	3670	CITY LIBRARIAN.....		Z
103,512	3670	41 PUBLIC LIBRARY	1	
103,512	3670	CITY LIBRARIAN.....	1	
103,512	8190	ATTORNEY, TAX COLLECTOR.....		Z
103,512	8190	08 TREASURER-TAX COLLECTOR	1	
103,512	8190	ATTORNEY, TAX COLLECTOR.....	1	
103,042	1377	SPECIAL ASSISTANT XVIII.....		Z
103,042	1377	40 PUBLIC UTILITIES COMMISSION	1	
103,042	1377	SPECIAL ASSISTANT XVIII.....	1	
103,042	5124	BUREAU MANAGER, DEPT OF PUBLIC WORKS....		Z
103,042	5124	90 PUBLIC WORKS	2	
103,042	5124	BUREAU MANAGER, DEPT OF PUBLIC WORKS....	2	
102,207	5508	PROJECT MANAGER IV.....		Z
102,207	5508	27 AIRPORT	8	
102,207	5508	PROJECT MANAGER IV.....	8	
102,051	1101	DIRECTOR, PARKING & TRAFFIC COMMISSION..		Z
102,051	1101	36 PARKING & TRAFFIC COMMISSION	1	
102,051	1101	DIRECTOR, PARKING & TRAFFIC COMMISSION..	1	

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
102,051	1162	DIRECTOR OF PURCHASING AND SERVICES.....		Z
102,051	1162	91 PURCHASER	1	
102,051	1162	DIRECTOR OF PURCHASING AND SERVICES.....	1	
101,476	5192	ASSISTANT TO DIRECTOR OF PUBLIC WORKS...		Z
101,476	5192	90 PUBLIC WORKS	1	
101,476	5192	ASSISTANT TO DIRECTOR OF PUBLIC WORKS...	1	
101,476	A753	ASSISTANT CITY ENGINEER, DPW.....		
101,476	A753	90 PUBLIC WORKS	1	
101,476	A753	ASSISTANT CITY ENGINEER, DPW.....	1	
101,085	5131	BUREAU CHIEF, DEPT OF PUBLIC WORKS.....		Z
101,085	5131	90 PUBLIC WORKS	2	
101,085	5131	BUREAU CHIEF, DEPT OF PUBLIC WORKS.....	2	
101,085	5132	MANAGER, BUR OF WATER POLLUTION CONTROL.		Z
101,085	5132	90 PUBLIC WORKS	1	
101,085	5132	MANAGER, BUR OF WATER POLLUTION CONTROL.	1	
101,085	A738	PAYROLL DIRECTOR (CONTROLLERS).....		
101,085	A738	09 CONTROLLER	1	
101,085	A738	PAYROLL DIRECTOR (CONTROLLERS).....	1	
100,928	1674	DIRECTOR OF ACCOUNTING AND SYSTEMS.....		Z
100,928	1674	09 CONTROLLER	1	
100,928	1674	DIRECTOR OF ACCOUNTING AND SYSTEMS.....	1	
100,850	8350	SHERIFF.....		Z
100,850	8350	06 SHERIFF	1	
100,850	8350	SHERIFF.....	1	
100,589	2352	ASST DIR OF NURSING, STAFF DEV & RESEAR.		Z
100,589	2352	86 SAN FRANCISCO GENERAL HOSPITAL	1	
100,589	2352	ASST DIR OF NURSING, STAFF DEV & RESEAR.	1	
100,589	2366	ASSISTANT DIRECTOR OF NURSES, LHH.....		Z
100,589	2366	85 LAGUNA HONDA	3	
100,589	2366	ASSISTANT DIRECTOR OF NURSES, LHH.....	3	
100,589	2368	ASSISTANT DIRECTOR OF NURSES, SFGH.....		Z
100,589	2368	83 PUBLIC HEALTH CENTRAL OFFICE	1	
100,589	2368	86 SAN FRANCISCO GENERAL HOSPITAL	9	
100,589	2368	ASSISTANT DIRECTOR OF NURSES, SFGH.....	10	
100,119	2883	ASSOCIATE DIRECTOR, AIDS PROGRAM.....		Z
100,119	2883	83 PUBLIC HEALTH CENTRAL OFFICE	1	
100,119	2883	ASSOCIATE DIRECTOR, AIDS PROGRAM.....	1	
100,119	9185	DEPUTY GEN MGR, EQUIPMENT MAINT MUNI RWY		Z
100,119	9185	35 MUNICIPAL RAILWAY	1	
100,119	9185	DEPUTY GEN MGR, EQUIPMENT MAINT MUNI RWY	1	
100,119	9191	DEPUTY GEN MANAGER, OPERATIONS, MUNI RWY		
100,119	9191	35 MUNICIPAL RAILWAY	1	
100,119	9191	DEPUTY GEN MANAGER, OPERATIONS, MUNI RWY	1	
99,571	1180	EXEC ASST TO THE CHIEF ADMIN OFFICER....		Z
99,571	1180	70 CHIEF ADMINISTRATIVE OFFICER	1	
99,571	1180	EXEC ASST TO THE CHIEF ADMIN OFFICER....	1	
99,571	5165	DEP GEN MGR, OPER & MAINT, WATER DEPT...		Z
99,571	5165	47 WATER DEPARTMENT	1	
99,571	5165	DEP GEN MGR, OPER & MAINT, WATER DEPT...	1	
99,153	8155	CHIEF, BU OF CLAIMS INVEST & ADMIN.....		Z
99,153	8155	03 CITY ATTORNEY	1	
99,153	8155	CHIEF, BU OF CLAIMS INVEST & ADMIN.....	1	
99,153	8436	CHIEF ADULT PROBATION OFFICER.....		Z
99,153	8436	13 ADULT PROBATION	1	

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
99,153	8436	CHIEF ADULT PROBATION OFFICER.....	1	
98,579	1881	ASST DIRECTOR, SYSTEMS AND DATA PROCESS.		Z
98,579	1881	09 CONTROLLER	2	
98,579	1881	ASST DIRECTOR, SYSTEMS AND DATA PROCESS.	2	
98,579	A610	INFORMATION SERVICES DIRECTOR.....		
98,579	A610	83 PUBLIC HEALTH CENTRAL OFFICE	1	
98,579	A610	INFORMATION SERVICES DIRECTOR.....	1	
98,475	9754	STAFF ASST XI, SPEC PROJ(ABOLISHED 3/93)		Z
98,475	9754	27 AIRPORT	1	
98,475	9754	STAFF ASST XI, SPEC PROJ(ABOLISHED 3/93)	1	
98,136	2973	ASST GENERAL MANAGER, DEPT OF SOC SERV..		Z
98,136	2973	45 SOCIAL SERVICES	3	
98,136	2973	ASST GENERAL MANAGER, DEPT OF SOC SERV..	3	
98,136	3340	ZOO DIRECTOR.....		Z
98,136	3340	42 RECREATION AND PARK COMMISSION	1	
98,136	3340	ZOO DIRECTOR.....	1	
98,136	8180	PRINCIPAL ATTORNEY - CIVIL AND CRIMINAL		Z
98,136	8180	03 CITY ATTORNEY	25	
98,136	8180	04 DISTRICT ATTORNEY	39	
98,136	8180	05 PUBLIC DEFENDER	14	
98,136	8180	06 SHERIFF	1	
98,136	8180	PRINCIPAL ATTORNEY - CIVIL AND CRIMINAL	79	
98,136	8186	ATTORNEY FOR THE PUBLIC ADMINISTRATOR...		Z
98,136	8186	79 PUBLIC ADMINISTRATOR GUARDIAN	1	
98,136	8186	ATTORNEY FOR THE PUBLIC ADMINISTRATOR...	1	
97,718	9379	CHIEF HARBOR ENGINEER.....		Z
97,718	9379	39 PORT	1	
97,718	9379	CHIEF HARBOR ENGINEER.....	1	
97,196	2145	HOSPITAL ASSOCIATE ADMINISTRATOR.....		Z
97,196	2145	85 LAGUNA HONDA	2	
97,196	2145	86 SAN FRANCISCO GENERAL HOSPITAL	3	
97,196	2145	HOSPITAL ASSOCIATE ADMINISTRATOR.....	5	
97,196	2880	DIR OF BUS. & OPER, MENTAL HEALTH PROG..		Z
97,196	2880	87 COMMUNITY MENTAL HEALTH	1	
97,196	2880	DIR OF BUS. & OPER, MENTAL HEALTH PROG..	1	
97,065	1580	EXECUTIVE DEPUTY, MAYOR'S OFFICE.....		Z
97,065	1580	25 MAYOR	1	
97,065	1580	EXECUTIVE DEPUTY, MAYOR'S OFFICE.....	1	
97,065	1898	EXEC DEPUTY FOR PROGRAM AND FISCAL ADM..		Z
97,065	1898	25 MAYOR	1	
97,065	1898	EXEC DEPUTY FOR PROGRAM AND FISCAL ADM..	1	
96,648	2212	DIRECTOR, DENTAL DIVISION.....		Z
96,648	2212	83 PUBLIC HEALTH CENTRAL OFFICE	1	
96,648	2212	DIRECTOR, DENTAL DIVISION.....	1	
95,734	1376	SPECIAL ASSISTANT XVII.....		Z
95,734	1376	25 MAYOR	4	
95,734	1376	90 PUBLIC WORKS	1	
95,734	1376	SPECIAL ASSISTANT XVII.....	5	
95,343	5183	DEPUTY SUPT, BUILDING INSPECTION.....		Z
95,343	5183	90 PUBLIC WORKS	2	
95,343	5183	DEPUTY SUPT, BUILDING INSPECTION.....	2	
95,343	A365	DIRECTOR RESOURCE DEVELOPMENT & IMPLEMENT		
95,343	A365	40 PUBLIC UTILITIES COMMISSION	1	
95,343	A365	DIRECTOR RESOURCE DEVELOPMENT & IMPLEMENT	1	

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
94,821	2330	ANESTHETIST.....		
94,821	2330	86 SAN FRANCISCO GENERAL HOSPITAL	8	
94,821	2330	ANESTHETIST.....	8	
94,429	1283	DIRECTOR, EMPLOYEE RELATIONS DIVISION...		Z
94,429	1283	25 MAYOR	1	
94,429	1283	DIRECTOR, EMPLOYEE RELATIONS DIVISION...	1	
93,516	2832	SUPERVISING PUBLIC HEALTH NURSE.....		Z
93,516	2832	83 PUBLIC HEALTH CENTRAL OFFICE	1	
93,516	2832	SUPERVISING PUBLIC HEALTH NURSE.....	1	
93,464	5122	ASSISTANT CITY ARCHITECT.....		Z
93,464	5122	90 PUBLIC WORKS	2	
93,464	5122	ASSISTANT CITY ARCHITECT.....	2	
93,072	2986	DIRECTOR, HUMAN RIGHTS COMMISSION.....		Z
93,072	2986	34 HUMAN RIGHTS COMMISSION	1	
93,072	2986	DIRECTOR, HUMAN RIGHTS COMMISSION.....	1	
93,072	5112	ASST DIR OF PLANNING-IMPLEMENT (ZONING)...		Z
93,072	5112	29 CITY PLANNING	1	
93,072	5112	ASST DIR OF PLANNING-IMPLEMENT (ZONING)...	1	
93,072	5212	PRINCIPAL ENGINEER.....		Z
93,072	5212	27 AIRPORT	3	
93,072	5212	40 PUBLIC UTILITIES COMMISSION	2	
93,072	5212	47 WATER DEPARTMENT	1	
93,072	5212	90 PUBLIC WORKS	6	
93,072	5212	PRINCIPAL ENGINEER.....	12	
93,072	5233	PRINCIPAL TRAFFIC ENGINEER.....		Z
93,072	5233	36 PARKING & TRAFFIC COMMISSION	1	
93,072	5233	PRINCIPAL TRAFFIC ENGINEER.....	1	
93,072	A991	CONTRACTING SPECIALIST.....		
93,072	A991	91 PURCHASER	1	
93,072	A991	CONTRACTING SPECIALIST.....	1	
92,576	8348	UNDERSHERIFF.....		Z
92,576	8348	06 SHERIFF	1	
92,576	8348	UNDERSHERIFF.....	1	
92,054	5162	WATER PURIFICATION DIVISION MANAGER.....		Z
92,054	5162	47 WATER DEPARTMENT	1	
92,054	5162	WATER PURIFICATION DIVISION MANAGER.....	1	
91,689	5134	DEP MGR, BUR OF WATER POLLUTION CONTROL...		Z
91,689	5134	90 PUBLIC WORKS	1	
91,689	5134	DEP MGR, BUR OF WATER POLLUTION CONTROL...	1	
91,167	4282	CHIEF ASSISTANT ASSESSOR.....		Z
91,167	4282	02 ASSESSOR	1	
91,167	4282	CHIEF ASSISTANT ASSESSOR.....	1	
90,801	2220	PHYSICIAN.....		Z
90,801	2220	38 POLICE COMMISSION	1	
90,801	2220	83 PUBLIC HEALTH CENTRAL OFFICE	1	
90,801	2220	85 LAGUNA HONDA	3	
90,801	2220	PHYSICIAN.....	5	
90,801	2222	SENIOR PHYSICIAN.....		Z
90,801	2222	86 SAN FRANCISCO GENERAL HOSPITAL	1	
90,801	2222	SENIOR PHYSICIAN.....	1	
90,801	2230	PHYSICIAN SPECIALIST.....		Z
90,801	2230	23 CHILDREN'S FUND	1	
90,801	2230	31 FIRE DEPARTMENT	1	
90,801	2230	83 PUBLIC HEALTH CENTRAL OFFICE	36	
90,801	2230	86 SAN FRANCISCO GENERAL HOSPITAL	55	
90,801	2230	87 COMMUNITY MENTAL HEALTH	1	

Annual Salary	Class	Title	Budgeted Positions	Z Symbol
90,801	2230	PHYSICIAN SPECIALIST.....	94	
90,801	A006	PARKING BUREAU CHIEF.....		Z
90,801	A006	36 PARKING & TRAFFIC COMMISSION	1	
90,801	A006	PARKING BUREAU CHIEF.....	1	
90,684	0200	JUDGE, MUNICIPAL COURT.....		
90,684	0200	11 MUNICIPAL COURT	20	
90,684	0200	JUDGE, MUNICIPAL COURT.....	20	
90,306	1673	ACCOUNTING OPERATIONS MANAGER.....		Z
90,306	1673	09 CONTROLLER	1	
90,306	1673	ACCOUNTING OPERATIONS MANAGER.....	1	
89,940	1150	GENERAL MANAGER, DEPT OF ELECTRICITY....		Z
89,940	1150	75 ELECTRICITY	1	
89,940	1150	GENERAL MANAGER, DEPT OF ELECTRICITY....	1	
89,940	5164	WATER RESOURCES & PLANNING MANAGER.....		Z
89,940	5164	47 WATER DEPARTMENT	1	
89,940	5164	WATER RESOURCES & PLANNING MANAGER.....	1	
89,772	0210	CLERK-ADMINISTRATIVE.....		
89,772	0210	11 MUNICIPAL COURT	1	
89,772	0210	CLERK-ADMINISTRATIVE.....	1	
89,470	9752	STAFF ASST X, SPEC PROJ (ABOLISHED 3/93)		Z
89,470	9752	27 AIRPORT	3	
89,470	9752	STAFF ASST X, SPEC PROJ (ABOLISHED 3/93)	3	
89,418	1275	MGR, BU. OF PERSONNEL & TRAINING, PUC...		Z
89,418	1275	40 PUBLIC UTILITIES COMMISSION	1	
89,418	1275	MGR, BU. OF PERSONNEL & TRAINING, PUC...	1	
89,418	1276	DEPARTMENTAL PERSONNEL DIRECTOR.....		Z
89,418	1276	83 PUBLIC HEALTH CENTRAL OFFICE	1	
89,418	1276	DEPARTMENTAL PERSONNEL DIRECTOR.....	1	
89,418	1278	DIVISION MANAGER, PERSONNEL.....		Z
89,418	1278	30 CIVIL SERVICE	2	
89,418	1278	DIVISION MANAGER, PERSONNEL.....	2	
89,418	1285	EXECUTIVE OFFICER, CIVIL SERVICE COMM...		
89,418	1285	30 CIVIL SERVICE	1	
89,418	1285	EXECUTIVE OFFICER, CIVIL SERVICE COMM...	1	
89,418	5156	DIVISION MANAGER, SUBURBAN OPERATIONS...		Z
89,418	5156	47 WATER DEPARTMENT	1	
89,418	5156	DIVISION MANAGER, SUBURBAN OPERATIONS...	1	
89,418	5160	CITY DISTRIBUTION DIVISION MANAGER.....		Z
89,418	5160	47 WATER DEPARTMENT	1	
89,418	5160	CITY DISTRIBUTION DIVISION MANAGER.....	1	
89,418	9193	DEP GEN. MGR, ADMIN, MUNI RAILWAY.....		Z
89,418	9193	35 MUNICIPAL RAILWAY	1	
89,418	9193	DEP GEN. MGR, ADMIN, MUNI RAILWAY.....	1	
89,209	1690	INTERNAL AUDIT DIRECTOR.....		Z
89,209	1690	09 CONTROLLER	1	
89,209	1690	INTERNAL AUDIT DIRECTOR.....	1	
89,157	0488	COMMANDER (POLICE DEPARTMENT).....		
89,157	0488	38 POLICE COMMISSION	3	
89,157	0488	COMMANDER (POLICE DEPARTMENT).....	3	
89,157	H 50	ASST CHIEF OF DEPT(FIRE DEPARTMENT).....		
89,157	H 50	31 FIRE DEPARTMENT	15	
89,157	H 50	ASST CHIEF OF DEPT(FIRE DEPARTMENT).....	15	
89,053	5139	DEPUTY GENERAL MANAGER, HETCH HETCHY....		Z

Item 14 - File 172-94-14

Note: This item was re-referred from the Board Meeting of May 9, 1994.

Department Department of Social Services (DSS)

Item: Resolution finding that the General Manager of the Department of Social Services has complied with the requirements of the City's Administrative Code and Charter and with the provisions of the State Welfare and Institutions Code pertaining to the award of the In-Home Supportive Services (IHSS) contract.

Description: The proposed resolution would authorize a new three year contract with National Homecare Systems for the period July 1, 1994 to June 30, 1997. National Homecare Systems, the current contractor for IHSS services, was selected on the basis of a competitive bid. The DSS advises that in response to its Invitation for Bids, the Department received only one bid from National Homecare Systems. According to DSS, National Homecare System's has very little competition because of the uniqueness of the service being provided and because of National Homecare System's dominance in this field by virtue of its size (it is a nation-wide organization) and its level of expertise. Mr. Anthony Nicco of the DSS advises that all of the other local jurisdictions in California which provide IHSS services, also contract with National Homecare Systems for those services.

IHSS services include domestic care, non-medical personal care and protective supervision services provided for the purpose of delaying or preventing out-of-home placement of the aged, blind or disabled by enabling them to remain in or return to their homes and thus avoid inappropriate institutionalization. IHSS services are provided to approximately 7,385 recipients monthly. Of these, approximately 1,420 cases are currently served under the National Homecare Systems contract paid for from 100 percent Federal and State funds and Local Health and Welfare Trust funds (State funds), which represent the local share of costs. The balance of the IHSS cases are served by individual non-contract IHSS providers who are hired directly by their clients and paid for by State and Federal funds and Local Health and Welfare Trust Funds (State funds). Effective July 1, 1994, services will also be provided by a yet to be identified non-profit agency, which would also be funded by State and Federal funds and Local Health and Welfare Trust Funds (State funds).

The proposed hourly rate for the IHSS contract services for the renewal period of July 1, 1994 through June 30, 1997 is \$12.28, the same rate that has been charged since December, 1992. DSS reports that the total contract cost with National Homecare Systems is \$7.36 million annually or approximately \$ 22.1 million for the three year contract. This contract is presently funded by 100 percent State and Federal Funds and Local Health and Welfare Trust (State funds). The proposed contract, as submitted to the Board of Supervisors, would not require any funding from the City's General Fund (However, see Comment No. 3 below).

The average monthly budgeted costs of the current and proposed contracts are as follows:

	<u>Current Contract</u>	<u>Proposed Contract</u>
Direct Service Hours	<u>50,000</u>	<u>50,000</u>
Direct Service Wages	\$308,024	\$317,560
Travel Wages	13,500	10,625
Training Wages	3,122	3,201
Sick Leave	10,234	10,443
Vacation	11,740	11,900
Holiday	<u>9,588</u>	<u>10,238</u>
Subtotal	\$356,208	\$363,967
Social Security	\$27,250	\$27,843
Social Security (Administrative)	2,732	2,908
Federal Unemployment Insurance	2,265	2,912
Federal Unemployment Insurance (Administrative)	197	135
State Unemployment Insurance	10,193	13,467
State Unemployment Insurance (Administrative)	472	626
Workers Compensation	63,156	49,754
Workers Compensation (Admin.)	578	498
City Payroll Tax	5,343	5,460
City Payroll Tax (Administrative)	536	570
Health/Insurance	40,954	42,695
Health Insurance (Administrative)	2,791	1,994
Dental Insurance	2,151	1,986
Dental Insurance (Administrative)	168	136
Pension Plan	16,786	16,750
Supervisory Salaries	31,547	32,500
Admin. Staff Salaries	2,500	2,916
Clerical Wages	1,667	2,600
Liability & Insurance	7,884	2,002

BOARD OF SUPERVISORS
BUDGET ANALYST

Memo to Budget Committee
May 18, 1994

	<u>Current Contract</u>	<u>Proposed Contract</u>
Fidelity Performance Bonds	\$5,149	\$4,583
Mileage	8,333	10,000
Mileage (Administrative)	417	500
Rent	2,500	3,300
Equipment Maintenance	375	375
Accounting & Data Processing	1,250	1,250
Telephone	1,833	2,000
Postage	625	625
Photocopying/Printing	625	625
Supplies	1,200	1,200
Personnel Advertising	83	83
Home Office Expense	5,833	5,833
Miscellaneous	<u>2,663</u>	<u>2,721</u>
Total Expenses	\$606,264	\$604,814
Profit	<u>7,066</u>	<u>8,933</u>
Total Budget	\$613,330	\$613,747
Rate Per Hour	\$12.28	\$12.28

A total of 1,800,000 hours of direct client services will be provided under the proposed three year IHSS contract, based on 50,000 hours per month or 600,000 hours per year, which is identical to the current contract.

Comments:

1. On April 18, 1994, the Board of Supervisors conducted a hearing pursuant to Welfare and Institutions Code Section 12302.1 (b) (2) to determine whether the DSS complied with the requirements of the Administrative Code and Charter of the City and County of San Francisco and the provisions of the Welfare and Institution Code pertaining to the awarding of an IHSS contract to National Homecare Systems.
2. At the above-noted hearing, Local 250 urged the Board of Supervisors to increase the maximum hourly rate under National Homecare Systems contract by \$1.00 from \$12.28 to \$13.28.
3. The IHSS contracting process and maximum hourly rate are governed by State law. For the past three years, the State has set San Francisco's maximum rate at \$12.28. This year, the State has authorized a maximum hourly rate of \$13.28,

or a \$1.00 per hour rate increase. However, the State is not allocating additional funds to the City to pay for this increase. As such, if the Board of Supervisors were to authorize that the rate be increased to \$13.28, the City would have to use General Fund monies to pay for the State and local share of the additional cost of the \$1.00 hourly rate increase. (see Comment 5 below).

4. The DSS reports that the In-Home Supportive Services Program authorizes a total of approximately 6,000,000 annual service hours annually. As previously noted, services are currently provided by independent providers and National Homecare Systems. Effective July 1, 1994, such services will also be provided by a yet to be identified non-profit agency. The 6,000,000 annual service hours would be distributed among the three modes of service as follows:

	<u>Hours of Service</u>	<u>Annual Cost</u>
National Homecare Systems	600,000	\$7,366,666
Independent Providers	5,250,000	25,653,641
Non-Profit Agency	<u>150,000</u>	<u>1,842,000</u>
Total	6,000,000	\$34,862,307

5. The DSS advises that the employees of National Homecare Systems currently receive wages and benefits ranging from \$5.00 per hour to \$8.00 per hour. According to the DSS, by comparison, independent providers are currently paid \$4.25 per hour with no benefits except for workers compensation benefits. Mr. Nicco reports that because of the lack of General Fund resources, the DSS does not believe that it would be fiscally prudent to authorize the proposed \$1.00 rate increase. However, the DSS believes that if the Board of Supervisors authorizes a \$1.00 rate increase, consideration should be given to increasing the rate for all three service modes. Attached is a table prepared by the DSS which outlines the estimated additional cost to each of the three service modes based on the proposed \$1.00 rate increase. The additional annual cost to the City's General Fund would be \$4,447,568, if the \$1.00 rate increase is authorized for all three service modes. If the increase is only authorized for National Homecare Systems, the additional cost to the General Fund would be \$394,543.

6. The DSS notes that if the maximum hourly rate is increased by \$1.00 from \$12.28 to \$13.28, there is no assurance that the \$1.00 rate increase would be paid to the

employees under the National Homecare Systems contract, because payment is made by the City directly to the contractor. According to DSS, any increase in the hourly rate to the contract employees would be predicated on Local 250 successfully negotiating a wage benefit package with National Homecare Systems which would increase their employees wages and benefits by the \$1.00 per hour increased rate.

8. Approval of this proposed IHSS contract from the State SDSS is contingent upon the Board of Supervisors approval of the proposed resolution.

Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

	Budget Hourly Rate	Federal	State	County	TOTAL	Contract Estimate
Budget National	\$12.28	2,089,938	3,095,506	1,666,811	6,852,255	7,368,000
\$1.00 hourly increase	\$13.28	163,458	0	394,543	558,001	
Budget New Contract	\$11.99	612,173	906,719	488,233	2,007,125	1,842,000
\$1.00 hourly increase	\$12.99	49,038	0	118,363	167,401	
Budget IP Mode	\$4.25 *	7,824,361	11,589,032	6,240,248	25,653,641	
\$1.00 hourly increase	\$5.25	1,630,120		3,934,662	5,564,782	
Total Increase		1,842,616	0	4,447,568	6,290,184	

Current Phase B budgeted amounts reflect spending estimates for the budget year. Actual contract amounts will be budgeted and revenue estimates updated at the time the contracts are approved.

The above hourly increases reflect current budgeted caseload and average hours paid per case with \$1.00 per hour added. Were such hourly increases implemented, DSS considers that all such increase would be paid at an approximate 30% Federal Title XIX share (as currently) with the balance of 70% from local funds.

- * IP hourly rate is \$4.25 paid directly to providers, plus \$0.35 in Workers Comp equals \$4.61

Memo to Budget Committee
May 18, 1994 Budget Committee Meeting

Item 15 - File 101-93-108

Department: Police Department

Item: Resolution urging the Mayor to immediately prepare and submit a supplemental appropriation to allow Civil Service to promptly develop a new Civil Service exam for Police Officers.

Description: The Police Department reports that, as of the writing of this report, the Department has a total of 1,972 budgeted Police Officer positions (including cadets), of which 1,817 are filled positions and 155 are vacant positions. Additionally, the Police Department advises that during the next twelve months, approximately 50 to 60 Police Officers will retire.

According to the proposed legislation, even if the 1,972 budgeted Police Officer positions were filled, the Police Department would still be 250 Police Officers below the national average of 2,222 Police Officers and 538 Police Officers below the average of 2,510 Police Officers in the ten largest cities nationwide.

The proposed resolution would urge the Mayor to prepare and submit a supplemental appropriation to allow Civil Service to promptly develop a new Civil Service exam for Police Officers to permit the hiring of additional Police Officers.

Comments: 1. Ms. Mai-Lon Sam of the Consent Decree Unit of the Police Department reports that the current Civil Service exam for Police Officers is approximately 20 years old. As such, according to Ms. Sam, this exam can be legally challenged on the basis of whether its criteria for measuring the job requirements for current Police Officers remain accurate. Ms. Sam also advises that the passage of the American Disabilities Act, in particular, places this exam in the position of being legally challenged regarding its job related medical criteria. Ms. Sam states that since this exam is subject to various legal challenges, the City runs the risk of litigation each time it administers this exam.

2. Ms. Sam reports that it is the Human Resources Department which would be responsible for performing the necessary job analysis to update the Police Officer exam. According to Ms. Sam, such an analysis would take approximately 18 months to complete, at a cost of approximately \$250,000 to \$300,000.

3. In 1973, a lawsuit was filed against the Police Department alleging discrimination against minorities and women by the Police Department with regard to the hiring of uniformed Police Officers. In 1979, as a result of this litigation, the Police Department was placed under a Court ordered Federal Consent Decree, which now governs the Department's hiring practices for uniformed officers of all ranks.

4. One of the stipulations under the Consent Decree is that candidates for Police Officer positions must be San Francisco residents. Police Chief Anthony Ribera reports that the Police Department, in order to have a larger pool of candidates to draw from, recently requested, and received approval from the Federal Court, to establish an eligibility list which allows the Department to hire Police Officers from other local jurisdictions (lateral transfers). According to Chief Ribera, the recruiting of lateral transfers is being conducted on a trial basis for not more than one year. Chief Ribera advises that all candidates for lateral transfer must be Peace Officer Standards and Training (POST) certified and have at least one year of patrol experience. Chief Ribera states that because lateral transfer candidates are experienced Police Officers, once hired, they only require three weeks of Police Academy training plus three weeks of field training as opposed to the 20 weeks of Police Academy training plus 14 weeks of field training required by candidates without prior Police Officer experience.

5. Chief Ribera reports that the Police Department intends to hire 25 lateral transfer candidates this month, another 30 of these candidates in June, 1994 and an additional 30 more in September, 1994 for a total of 85 new Police Officers. Additionally, Chief Ribera advises that the Police Department will open up applications for entry level Police Officers on May 21, 1994, from which a new eligibility list is expected to be established by October of 1994. Chief Ribera reports that the Police Department intends to hire a total of 135 entry level candidates from this eligibility list between March of 1995 and June of 1995. Chief Ribera states that the 85 lateral transfer positions plus the 135 entry level positions, for a total of 220 positions, are included in the Department's proposed 1994-95 budget.

6. As noted above, the Police Department's proposed 1994-95 budget includes the hiring of 135 new officers during the 1994-95 Fiscal Year (over and above the 85 lateral transfers described above). This increased staffing will permit the Police Department to reach the full authorized strength of 1,972 sworn officers, which was established by the Federal Consent Decree. The recruitment, selection and hiring of these new officers will require the use of the existing Civil Service examination. If the planned recruitment and selection is delayed until a new Civil Service examination is developed, the Police Department would not be able to attain its policy objective of full sworn staffing during Fiscal Year 1994-95.

7. The Budget Analyst will analyze the fiscal impact of this legislation when a supplemental appropriation request is submitted to the Board of Supervisors.

Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

Item 16 - File 32-94-2

Item: Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992.

Description: On April 27, 1994 the Budget Analyst issued a report to the Board of Supervisors pertaining to a Franchise Fee Audit of Viacom Cablevision of San Francisco. This report includes Viacom's reporting of Gross Receipts and payments of Franchise Fees for Calendar Years 1991 and 1992. In this audit the Budget Analyst determined that Viacom owes the City \$163,899 in Franchise Fees for Calendar Years 1991 and 1992. In the Franchise Fee Audit report, the Budget Analyst recommends that the Board of Supervisors should:

- Direct Viacom to immediately remit to the City the understated Franchise Fees owed for Calendar Years 1991 and 1992 estimated at \$163,899 as well as the directly related Franchise Fees to the City that were not remitted for the years before 1991 and after 1992.
- Request the Controller's Office to collect (a) the \$163,899 in understated Franchise Fees owed to the City for Calendar Years 1991 and 1992 based on Viacom's understatements of Gross Receipts reported to the City, as detailed in the Franchise Fee Audit report, and (b) the additional Franchise Fees owed to the City for Viacom's understatements of Gross Receipts for years before 1991 and after 1992.
- Advise Viacom to strictly comply with all terms of the Franchise Agreement effective immediately by not taking any deductions from revenues, other than for pass through taxes, when reporting its Gross Receipts to the City.
- Consider amending the Franchise Agreement to specifically allow Viacom to exclude from its Gross Receipts reports to the City, the value of free services to non-profit organizations that provide residential or other humanitarian services.

The Franchise Fee Audit also examined the distribution of Franchise Fee revenues by the City to the Cable Television Access Development and Program Fund for the benefit of public, educational and government access. In regard to public, educational and government access, the Budget Analyst made the following recommendation:

- Amend the Administrative Code to add a requirement that all organizations receiving monies from the Cable Television Access Development and Program Fund, for the purpose of providing public, educational and governmental access activities, submit an annual report and financial accounting to the Board of Supervisors at the end of each fiscal year. The annual report and financial accounting should include a description of the access program and details of the revenues and expenditures for each fiscal year.

Item 17 - File 54-94-3

Item: Hearing to consider the total operating budget of the CITYWATCH, Cable Channel 54, in the amount of \$160,000 to \$200,000, which would include gavel-to-gavel coverage of the full Board of Supervisors meetings.

Description: CITYWATCH, Cable Channel 54, is a cable television government access channel that broadcasts meetings of the Board of Supervisors. This is a hearing to consider the total operating budget of the CITYWATCH Television Channel, in the amount of \$160,000 to \$200,000, which would include gavel-to-gavel coverage of the full Board of Supervisors meetings. CITYWATCH is a non-profit organization. Its proposed FY 1994-95 budget is as follows:

**CITYWATCH
Budget:**

Expenditures

Personnel

Executive Director (1)	\$25,500	
Program Coordinator (1)	20,277	
Equipment Operators (1.5)	<u>40,560</u>	
Subtotal Personnel		\$86,337
Fringe Benefits at 17.6 percent		<u>15,183</u>
Total Personnel		\$101,520

Professional Services

Technician	7,800	
Computer Consultant	1,600	
Accounting Services	4,900	
Payroll Services	395	
Videotaping Services	<u>44,150</u>	
Total Professional Services		58,845

Miscellaneous Expenditures

Materials and Supplies (inc. postage, phone, office supplies, publications, etc.)	12,068	
Rent Contribution	500	
Travel	1,353	
Training	<u>1,200</u>	
Total Miscellaneous Expenditures		15,121

<u>Broadcasting Equipment</u>	<u>25,853</u>	
-------------------------------	---------------	--

<i>Total CITYWATCH Operating Expenditures</i>		\$201,339
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Revenues

<u>Cable Television Access Development and Program Fund</u> (see Comments 1 and 2)	\$46,452
<u>Interest Income</u>	252
<u>Video Duplication Fees</u>	1,200
<u>General Fund</u> (see Comment 3)	<u>153,435</u>
Total CITYWATCH Operating Revenues	\$201,339

Comments:

1. The franchise agreement between the City and Viacom specifies that five percent of Viacom's total revenues are to be paid to the City. This five percent is apportioned as follows: 4.8 percent of total revenues (96 percent of the franchise fee) accrues to the City's General Fund, and 0.2 percent of total revenues (four percent of the franchise fee) is set aside to fund, in three equal parts, the development of public, educational and government access channels. These funds accrue to the Cable Television Access Development and Program Fund, noted in the above budget.

In FY 1993-94, the total amount of the franchise fee (five percent of Viacom's total revenues of approximately \$66.4 million) is projected to be \$3.32 million. 0.2 percent of Viacom's total revenues (four percent of total franchise fees paid to the City) of \$66.4 million (the amount to be set aside to fund public, educational and government access channels) is \$132,800. One-third of this \$132,800, the amount available for government access television, is approximately \$44,267. CITYWATCH, a government access channel, is requesting that this \$44,267 be used to fund a portion of its budget.

2. In the April 1994 Franchise Fee Audit of Viacom Cablevision of San Francisco, the Budget Analyst identified understated 1991 and 1992 franchise fees, in the amount of \$163,899, owed to the City by Viacom. All franchise fees must be divided in accordance with the specifications of the franchise agreement, so that, of the total \$163,899 owed to the City, \$157,343 (96 percent) would accrue to the General Fund and \$6,556 (four percent) would accrue to the Cable Access Development Fund.

CITYWATCH is requesting that one-third of the \$6,556 in the Cable Access Development Fund, or \$2,185, be used to support

its operating budget. This would bring the total amount proposed to be expended from the Cable Access Development Fund to \$46,452 (\$44,267 plus \$2,185), as noted in the above revenue budget.

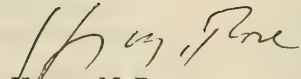
3. CITYWATCH proposes to use the General Fund portion of the \$157,343 of Viacom's delinquent fees to the City, as identified by the Budget Analyst, to support its remaining costs. As noted in the above budget, the General Fund amount CITYWATCH proposes to use is \$153,435, approximately 97.5 percent of the \$157,343 uncollected General Fund franchise fees. The Budget Analyst notes that these franchise fees could be used to support any program or department funded by the General Fund, although CITYWATCH is requesting that the funds be used to support its program.

4. While the Budget Analyst believes that Viacom owes the City the above noted \$163,899, Viacom is disputing the City's claim, and the Controller will not certify the availability of this revenue until the City receives payment from Viacom.

5. Mr. Zane Blaney of CITYWATCH advises that the value of broadcast time received by the City is far in excess of the \$201,339 operating expenditures. CITYWATCH broadcasts gavel-to-gavel Board of Supervisors meetings (audio only), as well as other programs, such as Board of Supervisors committee meetings (audio and visual), public safety information, disaster recovery information, library information programs, art museum programs, etc. CITYWATCH estimates that the value of the broadcast time received by the City in FY 1993-94 to be approximately \$2,146,875. This estimate includes the fair market value of channel space, at \$1 million, plus the value of professional and other volunteer time, at \$368,875, and the value of donated equipment, at \$778,000, according to Mr. Blaney.

4. At its May 17, 1994 meeting, the Government Efficiency and Labor Committee will consider a resolution authorizing the San Francisco Public Library to apply for \$583,779 from the U.S. Department of Commerce National Technology Information Administration to purchase broadcast-quality video equipment. This equipment would establish the new Main Library as a television station for CITYWATCH, and would support the installation of permanent television equipment in the Board of Supervisors Chambers and Committee Rooms. This proposed grant would enhance the City's Public Library services and equipment, according to Mr. Ed McBride of the San Francisco Public Library, and would have no impact on CITYWATCH's operating budget.

Memo to Budget Committee
May 18, 1994


Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

CITY AND COUNTY



OF SAN FRANCISCO

BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

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MAY 19 1994

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May 18, 1994

TO: Budget Committee

FROM: Budget Analyst

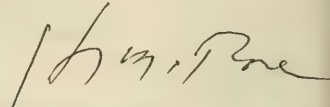
SUBJECT: Items 5, 6 and 7 - Files 115-93-8, ~~115-93-8.1~~, and 115-93-8.2 on Budget Committee Calendar of May 18, 1994 Regarding Public Toilets.

Based on discussions with Mr. Vitaly Troyan, Deputy Director, Public Services of the Department of Public Works, I am transmitting the attached memorandum from Mr. Troyan. This memorandum provides additional information which I have requested and provides various clarifications and corrections to the Budget Analyst's report of May 16, 1994 to the Budget Committee on subject items pertaining to public toilets.

The additional data includes information pertaining to the dimensions of the public toilets and the public service kiosks as proposed by the firms of J.C. Decaux and Gannett Transit Shelter Company of San Francisco. Additionally, it should be noted that Section 1.18 of the proposed agreement between the City and J.C. Decaux requires J.C. Decaux to remove all toilets and public service kiosks at the end of the 20-year term and to restore sidewalks and curbs, with all costs to be borne by J.C. Decaux.

Memo to Budget Committee
May 18, 1994

The Budget Analyst's recommendations as contained in his May 16, 1994 report to the Budget Committee on items 5, 6 and 7, Files 115-93-8, 115-93-8.1, and 115-93-8.2 remain the same.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Teresa Serata
Ted Lakey

Attachment

City and County of San Francisco

Department of Public Works
Deputy Director, Public Services

May 17, 1993

Mr. Harvey Rose
Budget Analyst
Board of Supervisors
1390 Market Street, Suite 1025
San Francisco, CA 94102

Post-It™ brand fax transmittal memo 7671		# of pages → 3
To HARVEY ROSE	From VIT TROYAN	
Co.	Co.	
Dept.	Phone # 578-6215	
Fax # 578-0461	Fax # 578-6225	

Dear Mr. Rose:

This afternoon, you requested a comparison of the dimensions for the Decaux toilets and kiosks and those proposed by Gannett. Shown below is that comparison:

	Decaux*	Gannett
1. <u>Toilets</u>		
Height	9' - 10"	9' - 6"
Length	12' - 5"	9' - 6"***
Width	7' - 1"	7' - 6"
<u>Kiosks</u>		
Width	5' - 5-3/4"	6' - 6"
Height	14' - 4"	15' or 17'-6" (60%)
	17' - 7" (on Market St. only)	9' or 11'6" (40%)
Quantity	121	135

*Selected by Art Commission

**May not meet Title 24 Accessibility Standards

In addition, after reviewing your draft report, I would like to offer several clarifications:

- Page 33, Line 6. "The proposed amendment would require that a third section of the kiosk be devoted to public service". I would like to clarify that the public service kiosks are cylindrical and are divided into three equal sections. Two sections will contain advertising; the third section may be used for any public service chosen by the City. The City section will be used for newsstands, public art, and any other public service the City may choose.
- Page 34, Line 14. "Users of the public toilets...". The 25 cent fee may increase with inflation. However, the first five cent increase cannot occur until the Consumer Price Index has increased by over 20%.
- Page 34. "Users of the public toilets...". Contractor will provide a minimum of 10,000 tokens to be distributed through non profit agencies to the homeless. Contractor is required to replace lost tokens so that the estimated number in circulation remains approximately 10,000. This should be sufficient to meet the needs of the homeless.

Mr. Harvey Rose
Public Toilet Program
May 17, 1994
Page - 2 -

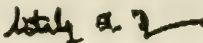
- Page 34, Line 29. The words "clean, graffiti, free, in first class condition" were specifically inserted to set a higher standard than "fair wear and tear". The contract requires Decaux to keep a maintenance and complaint log and to provide funds for the City to monitor compliance with the contract.
- Page 34, Line 32. "There would be no maintenance inspections of the toilets on Sundays or holidays". Toilets on Port property will be inspected and maintained on Sundays and holidays as well.
- Page 34, Line 34. Decaux will provide a \$2 million bond to guarantee that toilets will be installed within the first 5 years. Decaux will provide an additional \$350,000 Letter of Credit to guarantee contract compliance during years 6 to 20. We believe the \$350,000 is sufficient to guarantee removal of all facilities and restoration of the sidewalk in the event of termination.
- Page 35, Line 3. In addition to the \$25,000 (increasing with inflation) to be paid to the City annually, Decaux will pay a one time fee of \$340 per toilet and kiosk to defray the City's cost of holding hearings and determining specific locations.
- Page 36, Line 2. The 4,000 public toilets installed in Europe have the same operating mechanisms as those to be installed in San Francisco. However, the size of the public toilets has been increased to assure they are fully accessible for people with disabilities.
- Page 36, Line 4. Some people have commented that MFAC's analysis did not include money Decaux could have earned by installing revenue generating equipment in the third (public service) side. This potential revenue was not included because Decaux will not receive any revenues which may be generated now or in the future from the public service side. The MFAC's statement that "The City is getting an excellent deal" speaks for itself.
- Page 37, Item 8. If the contract is approved by the Board of Supervisors within the next thirty days, the first toilet should be installed and operating by approximately September, 1994.
- Page 35 - Line 15. The contract provides that newsstand vendors shall sell various newspapers "based on a constitutional, non content based allocation scheme". This section was intended to prevent any one newspaper from monopolizing public service kiosks. The City Attorney is currently drafting legislation to regulate newsstands.
- Page 35 - Line 29. DPW actually received a third proposal from a mechanical contractor, Angotti & Reilly, who proposed to build toilets for the City. This proposal was not selected because of the firm's lack of experience with automatic public toilets.

Mr. Harvey Rose
Public Toilet Program
May 17, 1994
Page - 3 -

- Page 37 - Recommendation 1. The decision of the hearing officer, after public hearing, to grant the permit for the installation of a toilet or kiosk may be appealed to the Board of Permit Appeals by Charter. Asking the Board of Supervisors to hold a hearing on every location would duplicate this process and result in additional cost and delay. Is there another way to do this?

If you have any questions regarding these matters, please call me at 558-6515.

Very truly yours,



Vitaly B. Troyan
Deputy Director, Public Services

AUG 27 1996

SAN FRANCISCO
PUBLIC LIBRARYCALENDARBUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCOWEDNESDAY, MAY 25, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

MEMBERS: SUPERVISORS HSIEH, ALIOTO, BIERMAN

ABSENT: SUPERVISOR ALIOTO FOR ITEMS 1-5 and 9

CLERK: MARY L. RED

CONSENT CALENDAR

1. All matters listed hereunder constitute a Consent Calendar, are considered to be routine by the Budget Committee, and will be acted upon by a single roll call vote of the Committee. There will be no separate discussion of these items unless a member of the committee or a member of the public so requests, in which event the matter shall be removed from the Consent Calendar and considered as a separate item.
- (a) File 79-92-3.7. [Reserved Funds, Mayor's Office of Community Dev.] Hearing requesting release of reserved funds, Mayor's Office of Community Development, 1993 Community Development Block Grant, in the amount of \$54,000, for necessary improvements to reduce lead poisoning at the Florence Crittendon Services child care center. (Mayor's Office of Community Development)

ACTION: Release of reserved funds in the amount of \$54,000 approved. FILED.
- (b) File 101-92-3.2. [Reserved Funds, Dept of Public Works] Hearing requesting release of reserved funds, Department of Public Works, 1989 Earthquake Safety Bond fund, in the amount of \$186,272, for the Academy of Sciences, IZG/Research Wing, seismic upgrade project. (Department of Public Works).

ACTION: Release of reserved funds in the amount of \$186,272 approved. FILED.
- (c) File 28-94-11. [Emergency Repairs, Bulkhead Buildings, Piers 29/31] Resolution approving a declaration of emergency for demolition and removal of plaster cornice from Bulkhead buildings at Piers 29 and 31; Port Contract No. 2600 - \$35,000. (Port Commission)

ACTION: Amended per Budget Analyst recommendations by reducing the requested amount from "\$35,000" to "\$29,000" New title: "Resolution approving a declaration of emergency for demolition and removal of plaster cornice from Bulkhead buildings at Piers 29 and 31; Port Contract No. 2600 - \$29,000." RECOMMENDED AS AMENDED. (Supervisor Alioto absent)

REGULAR CALENDAR

2. File 101-93-96.1. [Appropriation, Sheriff Department] Ordinance appropriating \$74,040, Sheriff Department, Jail Overcrowding Fine Revenue to expand the Residential Care Program to minimize jail overcrowding for fiscal year 1993-94 (includes other non-personal services); placing \$74,040 on reserve. (Controller)
(Continued from 4/20/94)

ACTION: Amended per Budget Analyst recommendations. (See file for details).
New title: "Ordinance appropriating \$11,010, Sheriff Department, Jail Overcrowding Fine Revenue to expand the Residential Care Program to minimize jail overcrowding for fiscal year 1993-94 (includes other non-personal services)." RECOMMENDED AS AMENDED. (Supervisor Alioto absent)

3. File 101-93-119. [Appropriation, Municipal Railway] Ordinance appropriating \$2,700,000, Municipal Railway, from the General Fund Reserve to other non-personal services (Caltrain payments), and materials and supplies for fiscal year 1993-94. RO #93310 (Controller)

ACTION: Amended per Budget Analyst recommendations. (See file for details).
New title: "Ordinance appropriating \$2,652,165, Municipal Railway, from the General Fund Reserve to other non-personal services (Caltrain payments), and materials and supplies for fiscal year 1993-94." RECOMMENDED AS AMENDED. (Supervisor Alioto absent)

4. File 82-93-10.1. [Quitclaim Sludge Line Easement] Ordinance authorizing quitclaim of the sludge line easement identified as a portion of Assessor's parcels 4349/4/4A and 5214/1; and adopting findings pursuant to City Planning Code Section 101.1. (Real Estate Department) (Also see File 82-93-10)

ACTION: RECOMMENDED. (Supervisor Alioto absent)

5. File 101-93-115. [Appropriation, Dept. of Public Works] Ordinance appropriating and certifying \$89,606, Department of Public Works, for capital improvement project to cover ten percent overage as per Charter Section 7.203; providing for ratification of action previously taken. RO #93302 (Controller)

ACTION: RECOMMENDED. (Supervisor Alioto absent)

6. File 101-93-116. [Appropriation, Fire Department] Ordinance appropriating \$2,600,815, Fire Department, from the General Reserve to uniform salaries, mandatory fringe benefits, Workers Compensation and facilities maintenance for fiscal year 1993-94; subject of previous budgetary denial. RO #93308 (Controller)

ACTION: RECOMMENDED.

7. File 127-94-5. [Real Property Transfer Tax, Domestic Partners] Ordinance amending Part III, Municipal Code, by amending Section 1108.1 relating to real property transfer tax exemption, dissolution of marriage, etc. pertaining to domestic partners. (Supervisors Migden, Alioto, Bierman, Hsieh)

ACTION: Amendment of the Whole (as presented by Supervisor Migden's aide) adopted. New title: "Ordinance amending Part III, Article 12-C (Real Property Transfer Tax Ordinance) of the San Francisco Municipal Code by amending Section 1108.1 to exempt domestic partners from transfer taxes when their partnership dissolves." RECOMMENDED AS AMENDED. (Supervisors Bierman and Hsieh added as cosponsors)

8. File 172-94-14. [In-Home Supportive Services Contract Award 1994/97] Resolution finding that the General Manager of the Department of Social Services of San Francisco has complied with the requirements of the Administrative Code and the Charter of San Francisco and the provisions of the Welfare and Institutions Code pertaining to the award of the In-Home Supportive Services Contract. (Department of Social Services)
(Continued from 5/18)

ACTION: Hearing held. Recommended to Board "WITHOUT RECOMMENDATION".

9. File 32-94-2. [Franchise Fee Audit of Viacom for 1991 and 1992] Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992. (Supervisor Bierman)
(Continued from 5/18)

ACTION: Consideration continued to June 8, 1994. (Supervisor Alioto absent)

10. File 54-94-3. [Televised Weekly Meetings, Full Board] Hearing to consider the total operating budget of the City Watch TV Channel in the amount to \$160,000 to \$200,000 which would include gavel to gavel coverage of the full Board of Supervisors meetings. (Supervisors Kennedy, Bierman) (Continued from 5/18)

ACTION: Hearing held. Consideration continued to call of the chair.

11. File 93-94-12. [International Federation of Professional and Technology Engineers] Resolution ratifying the Administration provisions of the Arbitrator's award regarding the terms and conditions of employment for employees represented by the International Federation of Professional and Technical Engineers, Local 21, AFL-CIO for the term July 1, 1994 through June 30, 1997. (Supervisors Shelley, Alioto, Bierman)

(Transferred to Budget from Government Efficiency and Labor Committee meeting of May 17).

ACTION: RECOMMENDED. (Supervisors Alioto and Bierman added as cosponsors)

12. File 93-94-12.1. [Arbitrator's Award, Local 21] Ordinance implementing the fiscal provisions of the Arbitrator's award regarding the compensation of classifications represented by the International Federation of Professional and Technical Engineers, Local 21, AFL-CIO for the period July 1, 1994 through June 30, 1995. (Supervisor Shelley)

(Transferred to Budget from Government Efficiency and Labor Committee meeting of May 17)

ACTION: RECOMMENDED. (Supervisors Alioto and Bierman added as cosponsors)

13. File 142-94-1. [Water Rates - Finding] Resolution making a finding that no tax subsidy will be required by the San Francisco Water Department by reason of approval of a proposed revised schedule of rates to be charged by the San Francisco Water Department for water supplied to its suburban resale customers; companion measure to Files 142-94-1.1 and 142-94-1.2. (Public Utilities Commission).

ACTION: RECOMMENDED TO BOARD JUNE 6, 1994.

14. File 142-94-1.1. [Approving Revised Rates, Resale Customers] Resolution approving revised schedule of rates to be charged by the San Francisco Water Department for water service and water supplied to its suburban resale customers; companion measure to Files 142-94-1 and 142-94-1.2. (Public Utilities Commission)

ACTION: Amendment of the Whole (correcting formatting and clerical errors) accepted. Same title. RECOMMENDED AS AMENDED TO BOARD JUNE 6, 1994.

15. File 142-94-1.2. [Disapproving Revised Rates, Resale Customers] Resolution disapproving revised schedule of rates charged by San Francisco Water Department for water service and water supplied to its suburban resale customers; companion measure to Files 142-94-1 and 142-94-1.1. (Public Utilities Commission).

ACTION: Amendment of the Whole (correcting formatting and clerical errors) accepted. Same title. To Board June 6, 1994 with recommendation "DO NOT PASS".

16. File 142-94-2. [Water Rates - Finding] Resolution making a finding that no tax subsidy will be required by the San Francisco Water Department by reason of approval of a proposed schedule of rates to be charged by the San Francisco Water Department for retail water service in San Francisco and suburban areas; companion measure to Files 142-94-2.1 and 142-94-2.2. (Public Utilities Commission).

ACTION: RECOMMENDED TO BOARD JUNE 6, 1994.

17. File 142-94-2.1. [Approving Revised Rates, S.F./Suburban Areas] Resolution approving revised schedule of rates to be charged by the San Francisco Water Department for retail water service in San Francisco and suburban areas; companion measure to Files 142-94-2 and 142-94-2.2. (Public Utilities Commission).

ACTION: Amendment of the Whole (correcting formatting and clerical errors) accepted. Same title. RECOMMENDED AS AMENDED TO BOARD JUNE 6, 1994.

18. File 142-94-2.2. [Disapproving Revised Rates, S.F./Suburban Areas] Resolution disapproving revised schedule of rates to be charged by the San Francisco Water Department for retail water service in San Francisco and suburban areas; companion measure to Files 142-94-2 and 142-94-2.1. (Public Utilities Commission)

ACTION: Amendment of the Whole (correcting formatting and clerical errors) accepted. Same title. To Board June 6, 1994 with recommendation "DO NOT PASS".

19. File 114-94-3. [Earthquake Hazard Reduction] Ordinance amending Building Code by amending Sections 1509 and 1511 to revise the criteria for the retrofit and unreinforced masonry bearing wall buildings greater than six stories in height. (Supervisor Hsieh)
(Continued from 4/27)

ACTION: Amendment of the Whole (as presented by Supervisor Hsieh) adopted. Same title. RECOMMENDED AS AMENDED.

CITY AND COUNTY



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MAY 24 1994

BUDGET ANALYST

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May 23, 1994

TO: Budget Committee
FROM: Budget Analyst
SUBJECT: May 25, 1994 Budget Committee Meeting

Item 1a - File 79-92-3.7

Department: Mayor's Office of Community Development (MOCD)

Item: Requesting release of reserved funds in the amount of \$54,000 for necessary improvements to reduce lead poisoning at the Florence Crittendon Services child care center.

Amount: \$54,000

Source of Funds: Community Development Block Grant (CDBG) Funds

Description: The Board of Supervisors previously approved the City's 1993 Community Development Block Grant Program (File 79-92-3) in the amount \$21,708,373. At the same time, the Board placed \$500,000 for the Lead Hazard Reduction Program Pool on reserve, pending the submission of budget details to the Board of Supervisors. The Board subsequently released \$62,000 of the \$500,000 for (1) the testing/analysis and inspection at 58 child care facilities to determine if lead hazards exist, (2) the development of an abatement program for each child care facility that has tested positively for lead contamination, and (3) a lead reduction project at the St. Patrick Day Care Center, located at 366 Clementina Street. Therefore, the amount remaining on reserve for the Lead Hazard Reduction Program Pool is \$438,000. The Mayor's Office of Community Development (MOCD) is now requesting

the release of \$54,000 to pay for a lead reduction project at the Florence Crittendon Services child care center, located at 834 and 850 Broderick Street.

The MOCD reports that the Department of Public Health has tested the Florence Crittendon Services site and has found lead in various areas of the facility. The proposed release of reserved funds would be used to reduce and/or eliminate such lead. The proposed \$54,000 would be expended as follows:

Removal of loose lead paint and wood trims and priming of surfaces	\$20,000
Installation of exterior siding and trims	8,000
Replacement of windows	5,000
Erection of scaffolding	1,000
Replacement of downspout and flue	1,500
Repair of dryrot framing at bathroom	3,200
Painting of exterior siding and trims	8,000
Patching of door openings	2,300
Architectural design services	<u>5,000</u>
TOTAL	\$54,000

Comments:

1. The child care facilities testing positively for lead contamination are responsible for acquiring the contractors who will perform the necessary improvements to remove the lead hazards. According to Mr. Jon Pon of the MOCD, while the child care facilities are not required to comply with the City's MBE/WBE ordinance in awarding the contracts, the MOCD does have a policy similar to the MBE/WBE ordinance which requires the child care facilities to make good-faith efforts to retain MBE/WBE contractors, to meet MBE/WBE subcontracting goals, and to publicly advertise through the Purchasing Department.

2. The MOCD originally estimated that the lead hazard removal at the various child care facilities would cost between \$5,000 and \$25,000, with an average of \$18,000 per child care facility. As stated in a previous Budget Analyst report, the MOCD's general policy was not to award grants exceeding \$25,000 to individual child care facilities. The alternative to

BOARD OF SUPERVISORS
BUDGET ANALYST

funding improvements that exceeded \$25,000 was to recommend that the child care program relocate to another facility. However, according to Mr. Pon, the MOCD has decided to grant the requested release of \$54,000 in reserved funds to the Florence Crittendon Services child care center for the necessary improvements because the lead contamination of the site is severe and because a relocation of the child care facility would not be practical, given that Florence Crittendon Services owns and does not rent the buildings on which improvements will be performed and therefore would first have to sell the building before relocation would be possible. Mr. Pon further advises that the original limit of \$25,000 was determined before any of the lead hazard removal work began and may need to be adjusted to reflect the higher actual costs involved.

3. A total of \$450,000 was originally earmarked for improvements to lead-contaminated child care facilities, \$12,000 of which has been expended thus far. The MOCD advises that the relatively higher cost of the lead contamination removal at the Florence Crittendon Services site will not reduce the total number of child care facilities that the MOCD will be able to treat for lead contamination, since, if necessary, future CDBG funds will be set aside to pay for the lead hazard removal at other facilities.

Recommendation: Release reserved funds in the amount of \$54,000.

Item 1b - File 101-92-3.2

Departments: Department of Public Works (DPW)
California Academy of Sciences

Item: Requesting release of reserved funds in the amount of \$186,272 for the Academy of Sciences Research Wing seismic upgrade project.

Amount: \$186,272

Source of Funds: 1989 Earthquake Safety Program Phase I Bond Proceeds

Description: In November of 1989, the Board of Supervisors approved a supplemental appropriation ordinance (File 101-92-3) which allocated \$6,100,000 from the Earthquake Safety Program, Phase I Bonds, for various capital improvement projects. Of the \$6,100,000, a total of \$5,252,864 was placed on reserve for construction contracts, including \$916,000 for the California Academy of Sciences Research Wing seismic repair project, pending the selection of the contractors, the submission of budget details and the MBE/WBE status of the contractors. In July of 1993, the Budget Committee released \$419,672 in reserved funds (File 101-90-10.10) for the Academy of Sciences Research Wing seismic upgrade construction contract, leaving a balance on reserve of \$496,328.

The DPW is now requesting the release of \$186,272 from the previously reserved funds, for the purpose of partially funding the construction contracts and the architectural services contract, as follows:

General Construction Contract - Commercial	
Interiors Construction, Inc. (CICO)	\$83,620
Contractor's Overhead	50,000
Construction Contract - Nibbi Brothers	50,195
Architectural Consultant - Eugene Lew & Associates (MBE)	<u>2,457</u>
TOTAL	\$186,272

The Department of Public Works (DPW) reports that a total of \$974,907 is required to fund the Academy of Sciences Research Wing general construction contract for the seismic upgrade project. The DPW reports that \$891,287 in bond funds, which consists of \$471,615 from the first sale and \$419,672 from the third sale of 1989 Earthquake Safety bonds, is also being used to fund the general construction contract. The DPW is currently requesting the release of \$83,620 to fund the balance

of the general construction contract costs (\$974,907 less \$891,287).

In addition, the DPW reports that a fire which occurred during construction resulted in increased overhead expenses of \$50,000 for the general contractor. The DPW is therefore requesting that \$50,000 of the requested release of \$186,272 in reserved funds be used to pay the general contractor's additional overhead expenses.

The Academy of Sciences awarded an additional construction contract to Nibbi Brothers, an MBE firm, in the amount of \$48,195 for the installation of a gate, fire proofing, and disabled access improvements to the Academy of Sciences Research Wing. In addition, the Academy of Sciences is requesting \$2,000 for materials and supplies associated with the work to be performed by Nibbi Brothers, for a total request of \$50,195.

The DPW reports that a total of \$263,150 is required to fund the Academy of Sciences Research Wing architectural consulting contract for the seismic upgrade project. The DPW reports that previously appropriated Earthquake Safety Program Bond funds totaling \$260,693 are also being used to fund the architectural consulting contract. The DPW is currently requesting the release of \$2,457 to fund the balance of the architectural consulting contract.

Comments:

1. The general construction contractor, Commercial and Interiors Construction, Inc. (CICO), is the low bidder and is an LBE firm certified with the Human Rights Commission (HRC). In addition, CICO is utilizing MBE and/or WBE subcontractors totaling \$150,630 or 15.4 percent of the total general construction contract of \$974,907.
2. The second construction contractor, Nibbi Brothers, is the low bidder and is an LBE firm certified with the HRC. In addition, Nibbi Brothers is utilizing MBE and/or WBE subcontractors totaling \$11,738 or 24.3 percent of the total construction contract of \$48,195.
3. The contract for architectural consulting services was awarded to Eugene Lew & Associates, an MBE firm.

Recommendation: Release reserved funds in the amount of \$186,272.

Item 1c - File 28-94-11

Department: Port of San Francisco

Item: Resolution approving a declaration of emergency for demolition and removal of plaster cornice from bulkhead buildings at Piers 29 and 31.

Amount: \$35,000

Source of Funds: Port Operating Fund

Description: The Port reports that an emergency condition involving a 20-foot long portion of the front facade of the bulkhead building at Pier 31 that had broken loose and fallen approximately 35 feet to the sidewalk was discovered on March 19, 1994. Port staff inspected the building roof of Pier 31 and the adjoining building on Pier 29 and discovered cracking along the top of the facade for most of the length of the buildings. In a letter from the President of the Port Commission to the Controller notifying him of the emergency condition, dated March 24, 1994, funds from the Port's Operating Fund were cited as being available in the estimated amount of \$35,000 to repair the bulkhead building. The letter also stated that the emergency work required removing the entire horizontal facade from the top of the bulkhead buildings, sections over 600 feet long and 20 inches high, and that the work required was beyond the capability of the Port's maintenance staff.

In accordance with Section 6.30 of the Administrative Code, the Port initiated an expedited contracting procedure in order to retain a contractor to remove the facade. As reported by Mr. Cliff Jarrard of the Port, three MBE firms were contacted to perform the emergency repair work. Only one of the three MBE firms submitted a bid, the Diego's Deconstruction Company. Mr. Jarrard advises that Diego's Deconstruction is a construction company which engages in demolition types of construction work. The Port determined that the bid from Diego's Deconstruction did not meet all of the bidding requirements. The Port conducted a second bidding procedure which included Diego's Deconstruction and three additional non-MBE firms. The Port selected the lowest bidder, the Ferma Corporation, whose bid was for \$29,000. The Ferma Corporation is not an MBE firm.

Mr. Jarrard advises that the facade removal work began on May 2, 1994, and was completed on May 19, 1994, at a cost of \$29,000. The repair work consisted of removing the more than 600 linear feet of facade from the tops of the buildings and

covering the space where the material was removed with plastic sheets for weatherproofing. According to Mr. Jarrard, the Port plans to permanently correct this matter by rebuilding the top facades of the buildings with a light weight material in approximately six months.

Comment:

1. The Port Commission in Resolution No. 94-56 of April 26, 1994, ratified the emergency actions taken by the President of the Commission to initiate the emergency work.

2. Mr. Ben Kutnick, the Port's Financial Manager, reports that the source of funding for emergency removal of the facade is an Emergency Project Fund within the Port's Operating Fund. According to Mr. Kutnick, funds are appropriated annually, if deemed necessary, to the Emergency Project Fund for the purpose of funding emergency repair and replacement work.

3. As previously stated, the work of the bulkhead building has been completed and total costs were \$29,000. Therefore the amount requested for approval in the proposed resolution should be reduced to \$29,000.

Recommendation: Amend the proposed resolution by reducing the amount by \$6,000, from \$35,000 to \$29,000 and approve the proposed resolution as amended.

Item 2 - File 101-93-96.1

Note: This item was continued from the April 20, 1994 Budget Committee Meeting. At that meeting, the Committee (1) approved the appropriation of \$10,000 for the Thurgood Marshall Residential Treatment Program, continuing a request for the balance of \$11,010 for that program (approximately funding for one month) and (2) continued the request for \$63,030 for the 3rd Baptist Residential Treatment Program (approximately funding for six months).

Department: Sheriff's Department

Item: Ordinance appropriating \$74,040 to expand the Residential Care Program to minimize jail overcrowding for FY 1993-94.

Amount: \$74,040

Source of Funds: Jail Overcrowding Fine Revenue

Description: The 1993-94 Fiscal Year budget of the Sheriff's Department included \$8,984,000 to fund beds at the Alameda County jail and at nonprofit agencies with residential bed programs. \$2,223,610 of that \$8,984,000 funds 65 contracted beds and 23,725 bed days at three community agencies having residential bed programs under which the Sheriff places pretrial and sentenced inmates with substance abuse problems. These three community residential programs provide inmates with substance abuse treatment services while decreasing the jail population by diverting these individuals from the jail system to substance abuse treatment services. These community residential programs are an alternative (a) to housing inmates in the City's jails and/or (b) to housing inmates in Alameda County's jails under a contract between the City and Alameda County.

The Sheriff's Department previously requested \$660,558 in Jail Overcrowding Fine Revenue to fund an additional 46 beds each in five additional community residential programs. The Board of Supervisors appropriated \$576,518 of that \$660,558 to fund residential treatment programs at four of the five community agencies. At that time, the Board of Supervisors continued \$63,030 (6 months funding) for the 3rd Baptist residential treatment program and continued \$21,010 (two months funding) for the Thurgood Marshall residential treatment program in San Francisco, for a total of \$84,040.

In April, 1994, the Board of Supervisors (1) approved the appropriation of \$10,000 for the Thurgood Marshall Residential Treatment Program, continuing a request for the balance of \$11,010 for that program (approximately funding for one month) and (2) continued the request for \$63,030 for the 3rd Baptist Residential Treatment Program (approximately funding for six months). Thus, a total of \$74,040 is remaining of the original supplemental appropriation request of \$660,558. Although the proposed ordinance would appropriate the entire \$74,040, the Department indicates that at this time they only require \$11,010 to continue one month of funding for the Thurgood Marshall Residential Treatment Program.

The court must authorize placing inmates in these residential programs through a 4004 PC motion for pretrial prisoners or through the following jail commitment notation "sentence may be served through the Sheriff's 4004 PC Program." A 4004 PC motion is a court order which permits a prisoner to be discharged to a substance abuse treatment program if a jail is overcrowded. In addition to the court authorization, a Sheriff's Intake Officer and the Residential Program Manager must evaluate and accept an inmate to a residential program. The Sheriff maintains legal custody of the inmate until the inmate's sentence is completed.

The proposed \$11,010 would cover the cost of an 186 additional bed-days as follows:

<u>Residential Program</u>	<u>Beds</u>	<u>Cost per Bed per Day</u>	<u>Days</u>	<u>Bed- Days</u>	<u>Total Cost</u>
Thurgood Marshall 1123 34th Street Oakland, CA Supervised clean and sober living and transitional housing program.	6	\$60	31	186	\$11,160

Comments:

1. As shown above, the actual cost to fund the proposed six beds would be \$11,160 or \$50 more than the proposed \$11,010 supplemental appropriation. The \$50 difference would be absorbed by the Department, according to Sergeant Ridgeway.

2. The Department advises that it is now only requesting \$11,010 (\$11,160 needed less \$50 to be absorbed by the Department) required for 31 days of funding for the Thurgood Marshall program. The requested funding of

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\$63,030 for the 3rd Baptist Residential Treatment Program will not be needed for the balance of this Fiscal Year and Sergeant Ridgeway concurs that this amount can be reduced from the requested funds of \$74,040.

3. Sergeant Ridgeway reports that the neighborhoods surrounding the Thurgood Marshall Center, located on Sutter Street in San Francisco, secured a legal injunction preventing the Thurgood Marshall Center from housing prisoners. Sergeant Ridgeway reports that the Thurgood Marshall Center has appealed this decision and lost. As a result, according to the Sheriff, the Thurgood Marshall Program is being moved from the Sutter Street location in San Francisco to 1123 34th Street in Oakland. The Sheriff reports that the new Oakland location does not conflict with local zoning laws.

4. Since September 1992, the City has been ordered by the Court to pay fines of \$300 per day for every inmate over a Court-imposed population limit of 426 inmates for the sixth floor at the Hall of Justice facility, resulting in the payment of \$2,149,200 in jail overcrowding fines for 7,164 inmate days (average of 895.5 per month) between July 1, 1993 and February 28, 1994.

The Jail Overcrowding Fine Revenue is money generated from the fines paid by the City and County of San Francisco to a Federally assigned escrow account because of jail overcrowding. According to a Federal Court order, these fine monies are to be spent exclusively on alleviating jail overcrowding. The Controller's Office reports that as of February, 1994, there is approximately a balance of \$306,919 in this account.

5. As previously noted, the residential programs are an alternative to housing inmates in the City's jails and in Alameda County's jails. According to the Sheriff's Department, it costs the City \$63 per inmate per day in the City's jails, or more than the \$60 per bed per day at the subject residential program. However, the \$63 per inmate per day cost to the City includes fixed and incremental costs. While the \$63 per inmate per day includes incremental costs that would be reduced if an inmate were housed in a non-City facility such as food, clothing and laundry, the \$63 also includes costs that the City could not reduce if an inmate were housed in a non-City facility, such as facility and staffing costs. Thus, the City would save less than the \$3 per bed per day (depending on the residential treatment program facility) by funding bed days in these

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residential programs compared to funding the same number of bed days in the City's jails.

According to the Sheriff's Department, it costs the City \$68.10 per inmate per day in the Alameda County jail. Therefore, as described in the following table, the City could save a maximum of \$1,507 by funding 31 bed-days in the Thurgood Marshall Residential Treatment Program in Oakland compared to funding the same number of bed days in the Alameda County jail.

	<u>Beds</u>	<u>Cost per Bed per Day</u>	<u>Bed- Days</u>	<u>Total Cost</u>
Alameda County Jail	6	\$68.10	186	\$12,667
Thurgood Marshall Residential Program	6	\$60.00	186	<u>11,160</u>

Savings from use of Thurgood Marshall ***\$1,507***

These savings do not include the savings associated with not paying the \$300 per day per prisoner fine levied against the City for jail overcrowding on the sixth floor at the City's Hall of Justice Jail. The actual reduction in the City's jail overcrowding fines depends on which jail the prisoners entering the residential bed program, would otherwise be housed.

6. The proposed supplemental appropriation would fund these residential bed-days using Jail Overcrowding Fine monies for the remainder of FY 1993-94. The Federal Court must approve expenditures made from these Jail Overcrowding Fine monies. The Court has appointed a Special Master to Courts, Mr. Alan Breed, to make these expenditure authorizations. Mr. Breed has advised the Sheriff's Department that the Jail Overcrowding Fine monies should only be used for new programs to reduce prison overcrowding. The expenditure of these monies should not be used to fund ongoing program costs. Therefore, the General Fund may be required to fund any future funding for these residential programs.

However, Mr. James Harrigan, the Attorney for the Sheriff's Department, advises that while Mr. Breed requests that the Fine revenues not be spent to support ongoing costs, this expenditure restriction is not a Court ruling. Mr. Harrigan reports that if, in the future, the

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General Fund appropriation was insufficient to fund the residential programs, the City may be able to request additional Jail Overcrowding Fine monies.

7. According to the Sheriff's Department, an inmate will be determined unsuitable for placement in the Residential Program for any of the following reasons:

- Current or prior violent or sexual offenses
- Prior program failure (if the prisoner was previously placed in a substance abuse treatment program instead of serving jail time, and failed the program.)
- Jail misbehavior
- Propensity for violence or sexual offense
- Perceived insincerity (AWOL risk)
- Failure to comprehend program requirements

- Recommendations:**
1. In accordance with Comment No. 2 above, reduce the ordinance by \$63,030 from \$74,040 to \$11,010.
 2. Approval of the balance of the proposed ordinance in the amount of \$11,010 for the Thurgood Marshall Center in Oakland is a policy matter for the Board of Supervisors.

Item 3 - File 101-93-119

Department: Public Utilities Commission - Municipal Railway

Item: Ordinance appropriating \$2,700,000 to Municipal Railway to other non-personal services (CalTrain payments) and materials and supplies for fiscal year 1993-94.

Source of Funds: General Fund Reserve

Amount: \$2,700,000

Description: The Public Utilities Commission (PUC) has requested \$1.5 million for materials and supplies for the remainder of the fiscal year and \$1.2 million to fully fund MUNI's share of CalTrain operating costs, for a total of \$2.7 million.

Materials and Supplies (\$1.5 million)

The PUC is currently estimating a shortfall of approximately \$1.5 million for the remainder of the current year. Of the \$1.5 million being requested for materials and supplies, approximately \$540,000 represents underbudgeted 1993-94 costs for ordinary materials and supplies, and approximately \$960,000 represents unanticipated new costs for materials and supplies, including (1) parts and equipment for MUNI's new articulated trolley buses, for which no spare parts are currently on hand, (2) new wheels for the City's cable cars, which were refurbished in 1984 but now require preventive maintenance, and (3) gear boxes and other drive train equipment for some of MUNI's diesel buses, due to the premature failure of the existing equipment.

CalTrain Payment (\$1.2 million)

The City and County of San Francisco is responsible for a share of CalTrain operating expenses pursuant to the Peninsula Corridor Joint Powers Agreement. This agreement created a Joint Powers Authority among the City and County of San Francisco, the San Mateo County Transit District, and the Santa Clara County Transit District, to operate the CalTrain commuter train. Under this agreement, the City is responsible to pay 10.2 percent of the CalTrain's operating costs and 33.3 percent of the Joint Powers Authority's administrative costs.

The PUC reports that the City's 1993-94 contribution for CalTrain operations is expected to be \$2,054,484, although, as of the writing of this report, the PUC could not provide the specific details of the CalTrain operating and administrative costs which were used to calculate the City's percentage

contribution for 1993-94. MUNI's 1993-94 budget includes only \$947,712 for the City's share of CalTrain's operating and administrative costs, which is \$1,106,772 less than the City's \$2,054,484 required contribution for 1993-94, as reported by the PUC.

Comments:

1. MUNI's total operating budget for materials and supplies is \$16,398,328. Mr. Harold Guetersloh of the Controller's Office reports that, of the \$16,398,328 which was originally budgeted, \$16,382,516 or 99.9 percent had been expended or encumbered as of May 20, 1994, leaving a balance of only \$15,812 for remaining expenses through the end of the fiscal year. However, MUNI anticipates additional expenditures of \$1.5 million for materials and supplies in the current fiscal year, and is requesting the proposed supplemental appropriation to fund these additional costs, as shown below:

Materials and Supplies Budget		\$16,398,328
Amount Expended through May 20, 1994	(\$12,802,924)	
Amount Encumbered through May 20, 1994	<u>(3,579,592)</u>	
Total 1993-94 expenditures through 5/20/94		<u>(16,382,516)</u>
Balance Available		\$15,812

Projected Costs, May 20-June 30, 1994:

Articulated trolley parts	\$400,000	
Diesel axle housing, gear boxes, and wheels	360,000	
Cable car wheels	<u>200,000</u>	
Subtotal	960,000	
Other materials and supplies*	<u>540,000</u>	
Total		<u>1,500,000</u>
Estimated shortfall		(\$1,484,188)
Amount Requested		<u>1,500,000</u>
Budget Analyst's Recommended Reduction		\$15,812

*Consisting of approximately 3,000 different replacement parts for all types of MUNI vehicles.

2. As previously noted, the City's share of CalTrain operating costs in 1993-94 will be \$2,054,484, according to invoices which have been submitted to the PUC by the Peninsula Corridor Joint Powers Board (JPB). According to Ms. Kathleen Kelly of the PUC, MUNI's 1993-94 budget includes \$947,712 for the City's share of CalTrain's operating costs, and the proposed supplemental appropriation of \$1.2 million would be used to fund the remainder of the City's CalTrain contribution. However, the Budget Analyst notes that, based on the City's required 1993-94 contribution of \$2,054,484 as reflected in the

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JPB bills, additional funds are needed only in the amount of \$1,106,772, rather than \$1.2 million, as shown below:

City's 1993-94 Annual Cost for CalTrain Operations based on JPB invoices	\$2,054,484
Budgeted Amount	<u>(947,712)</u>
Estimated Shortfall	(1,106,772)
Amount Requested	<u>1,200,000</u>
Budget Analyst's Recommended Reduction	\$93,228

Therefore, the supplemental appropriation request for CalTrain operations should be reduced by \$93,228 to reflect the actual amount which is still needed to fund the City's CalTrain contribution, which is projected at \$2,054,484 based on JPB bills.

3. The PUC has received monthly billings from the Peninsula Corridor Joint Powers Board in the amount of \$171,207, which represent an annual cost to the City of \$2,054,484 for the City's share of CalTrain operations. Mr. Fred Howell, Assistant General Manager at the PUC, reports that he will confirm the accuracy of the JPB billings for the City's 1993-94 CalTrain contribution prior to the Budget Committee meeting of May 25, 1994.

Provided that this further analysis confirms that the City's 1993-94 contribution will be \$2,054,484, Mr. Howell states that the PUC does not object to the Budget Analyst's recommended reduction of \$93,228 in the proposed supplemental appropriation for the City's CalTrain contribution.

Recommendations: 1. Reduce the amount which would be appropriated by the proposed supplemental appropriation ordinance by \$93,228 related to the City's CalTrain contribution, and by \$15,812 related to materials and supplies, for a total reduction of \$109,040, from \$2,700,000 to \$2,590,960 as described in Comments 1 and 2 above.

2. Amend the proposed ordinance to reflect the recommended reduction of \$109,040 as follows:

(a) At page 1, lines 1, 13, 15, 17, and 22, substitute \$2,590,960 in all places where it now reads \$2,700,000.

(b) At page 1, line 24, substitute \$1,106,772 in place of \$1,200,000, to reflect the \$93,228 reduction in funds which would be appropriated for "Payments to Other Governments."

(c) At page 2, line 4, substitute \$1,484,188 where it now reads \$1,500,000 to reflect the \$15,812 reduction in funds which would be appropriated for materials and supplies in the current fiscal year.

(d) At page 2, line 6, substitute \$2,590,960 in place of \$2,700,000 in both the "debit" and "credit" columns.

3. Approve the proposed ordinance, as amended.

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Item 4 - File 82-93-10.1

Department: Department of Public Works (DPW)
Real Estate Department

Item: Ordinance authorizing quitclaim of the sludge line easement (Parcel B-3) identified as a portion of Assessor's Parcels 4349/4/4A and 5214/1, and adopting findings pursuant to City Planning Code Section 101.1

Amount: \$24,487

Description: The Board of Supervisors previously approved legislation authorizing the City to acquire, on behalf of the DPW, 1) a temporary construction easement - within Assessor's Parcel Nos. 4349/4/4A and 5214/1, 2) the purchase of the proposed subject parcel - Parcel B-3 - which is a portion of the above mentioned Parcel Nos. 4349/4/4A and 5214/1 but is not part of the above mentioned temporary construction easement, and 3) a permanent sewer easement - Assessor's Parcel No. 5214/1/4 (a different site from the above mentioned Assessor Parcel No. 5214/1). All of these parcels are in connection with the construction of the Islais Creek Transport Storage Project (File 82-93-10). The property is owned by the Peninsula Corridor Joint Powers Board which is the governing body of Caltrans and is comprised of San Francisco County, Santa Clara County and San Mateo County transit systems.

The Islais Creek Transport Storage Project, for which the above parcels are used, provides for the construction of underground sewer box facilities to capture, store and transport wet weather overflows, as mandated by the State Regional Water Quality Board. The project site is located within the old Southern Pacific Transportation Company Right-of-Way, between Army and Napoleon Streets.

The total cost of the purchase of the easements, which comprise 41,622 square feet of space, was \$242,787. Ms. Claudine Venegas of the Real Estate Department reports that as a part of the negotiations with the property owners, for the City's acquisition of the property, the City agreed to quitclaim a 4,452 square foot square portion of City property (Parcel B-3) back to the Peninsula Corridor Joint Powers Board, at a cost of \$24,487. The \$24,487 was deducted from the \$242,787 cost to be paid by the City for the two easements, resulting in a net payment by the City of \$218,300 to the Peninsula Corridor Joint Powers Board, for the two easements.

The proposed ordinance would authorize quitclaiming Parcel B-3 to the Peninsula Corridor Joint Powers Board. As previously noted, the City has already received a credit of \$24,487 for this property. According to the Real Estate Department, this property is not required for use by the City. The purpose of the quitclaim is to return to the owner (Peninsula Corridor Joint Powers Board) a portion of the previously acquired property (Parcel B-3) which the City no longer needs. The subject quitclaim was agreed upon by the City and the Peninsula Corridor Joint Powers Board at the time that the Parcel was acquired (File 82-93-10).

Comments:

1. The Real Estate Department reports that the \$24,487 credit granted to the City by the Peninsula Corridor Joint Powers Board for the proposed quitclaim represents the fair market value for the property.
2. The Department of City Planning has determined that the conveyance of the subject property (Parcel B-3) is in conformity with the Master Plan and is consistent with the Eight Priority Policies of City Planning Code Section 101.1.

Recommendation: Approve the proposed ordinance.

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Item 5 - File 101-93-115

Department: Department of Public Works (DPW)

Item: Supplemental appropriation ordinance for a capital improvement project to cover overage above ten percent of the contracted amount, pursuant to provisions of Charter Section 7.203, and providing for ratification of action previously taken for FY 1993-94.

Amount: \$89,606

Source of Funds: Sales Tax Revenues

Description: The Department of Public Works (DPW) reports that the proposed supplemental appropriation in the amount of \$89,606 would be used to pay for contract modifications, which exceed ten percent of the original contract, for the Traffic Signal Improvements Project. Charter Section 7.203 requires the authorization of the Board of Supervisors if the amount of a contract is increased by more than ten percent of the original contract amount.

Comments: 1. The Traffic Signal Improvements Project consists of improving traffic signals at various intersections within the City for better traffic management control.

2. The DPW reports that, for safety reasons, as well as to avoid public inconvenience, existing underground conduits were used to add wires for the additional traffic signals. However, during the construction phase, the contractor confirmed that existing underground conduits were severely corroded so that adding new wires was not possible. The DPW advises that the additional expenditures were necessary because new conduits with new wires had to be installed and existing conduits had to be abandoned. This work is being performed by the original contractor, K. C. Electric, Inc., at an additional net cost of \$129,546.

3. The budgetary details of this contract overage above ten percent of the original contract amount for the Traffic Signal Improvements Project are as follows:

Original Contract Amount	\$399,396
<u>Contract Modifications:</u>	
Installation of additional 2,579 linear feet of two-inch diameter conduit @ \$38 per linear foot	\$98,002
Installation of additional 200 linear feet of 1.5-inch diameter conduit @ \$35 per linear foot	7,000
Installation of additional 28 Pull Boxes @ \$150 each	4,200
Additional wiring and labor	<u>20,344</u>
Subtotal - Contract Modifications	<u>129,546</u>
Revised Contract Amount	\$528,942
Previously Appropriated Funds for Contractual Services (including 10% contingency of \$39,940)	<u>439,336</u>
Excess of Revised Contract Amount Over Previously Appropriated Funds	\$89,606

4. As reflected above, a total of \$439,336 was previously appropriated due to the original contract amount of \$399,396 plus a ten percent contingency of \$39,940. The actual revised contract amount of \$528,942 includes contract modifications that resulted in a net increase of \$129,546 or 32.4 percent greater than the original contract amount of \$399,396. Therefore, as stated above, Charter Section 7.203 requires the authorization of the Board of Supervisors since the contract modification exceeds ten percent of the original contract amount. However, the \$89,606 proposed supplemental appropriation request represents the difference between the previously appropriated funds of \$439,336 and the revised contract amount of \$528,942.

5. The DPW reports that the replacement of conduits has already begun. Therefore, the proposed ordinance would provide for ratification of action previously taken.

6. According to Mr. Hin Lok Kung of the DPW, the DPW received a total of \$677,959 in Sales Tax revenues for various traffic signal improvement projects from the Department of

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Parking and Traffic (DPT) through an interdepartmental work order. The proposed \$89,606 would be expended from such revenues.

Recommendation: Approve the proposed ordinance.

Item 6 - File 101-93-116

Department: Fire Department

Item: Supplemental Appropriation Ordinance, appropriating \$2,600,815, for the Fire Department to pay for uniformed salaries, mandatory fringe benefits, workers compensation and facilities maintenance: subject of previous budgetary denial.

Amount: \$2,600,815

Source of Funds: General Fund Reserve

Description: The Board of Supervisors previously approved a supplemental appropriation request for the Fire Department in the amount of \$4.9 million for uniformed salaries, overtime, and related fringe benefits to pay for full staffing of uniformed personnel by the Fire Department for FY 1993-94 (File 101-93-47). The Fire Department now reports that, due to an administrative oversight, the previously approved supplemental appropriation request did not include the costs associated with the hiring of 48 new H-2 Firefighters between the period of January, 1994 and May, 1994, as required by a Federal Consent Decree. The Fire Department is therefore requesting an additional \$832,234 to pay for these positions (\$641,045 in salaries plus \$191,189 in mandatory fringe benefits consisting of health, retirement, FICA, MediCare and unemployment insurance). In addition, the Fire Department is now requesting \$667,766 in other fringe benefits for existing Firefighters, consisting of the City's share of additional health costs for dependents and additional retirement costs based on the Fire Department's Memorandum of Understanding with the Firefighters' Union.

The Fire Department is also requesting \$1,000,815 to pay for a projected budgetary shortfall in its Workers Compensation account and \$100,000 to pay for a projected shortfall in its Facilities Maintenance account.

The Fire Department's actual expenditures through May 18, 1994 and projected expenditures through the end of FY 1993-94 for the above-noted accounts are as follow:

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	<u>Actual Expenditures 7/1/93-5/18/94</u>	<u>Projected Expenditures 5/18/94-6/30/94</u>	<u>Total Projected Expenditures</u>
Permanent Salaries - Uniform	\$57,342,374	\$13,532,073	\$70,865,447
Mandatory Fringe Benefits	22,062,156	3,659,375	25,721,531
Other Fringe Benefits	3,203,241	761,263	3,964,504
Workers Compensation	3,293,322	658,664	3,951,986
Facilities Maintenance	390,092	12,556	402,648

The estimated budgetary shortfalls resulting from these salary, fringe benefits, workers compensation and facilities maintenance projections are as follows:

	<u>Total Projected Expenditures 1993-94</u>	<u>Revised 1993-94 Budget</u>	<u>Estimated Budgetary Shortfall</u>
Permanent Salaries - Uniform	\$70,865,447	\$67,172,899	\$3,692,548
Mandatory Fringe Benefits	25,721,531	25,360,158	361,373
Other Fringe Benefits	3,964,504	3,304,580	659,924
Workers Compensation	3,951,986	3,028,132	923,854
Facilities Maintenance	<u>402,648</u>	<u>282,648</u>	<u>120,000</u>
Total	\$104,906,116	\$99,148,417	\$5,757,699

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The proposed supplemental appropriation ordinance would reduce the Fire Department's estimated budgetary shortfalls as follows:

	<u>Estimated Budgetary Shortfall</u>	<u>Proposed Supplemental Appropriation</u>	<u>Additional Funds Needed If This Request Is Approved</u>
Permanent Salaries -Uniform	\$841,761*	\$641,045	\$200,716
Fringe Benefits	361,373	191,189	170,184
Other Fringe Benefits	659,924	667,766	(7,842)
Workers Compensation	923,854	1,000,815	(76,961)
Facilities Maintenance	<u>120,000</u>	<u>100,000</u>	<u>20,000</u>
Total	\$2,906,912	\$2,600,815	\$306,097

*\$3,692,548 Estimated Budgetary Shortfall from previous table less an estimated \$2,850,787 savings based upon the Firefighters Union's agreement whereby Firefighters and Officers would be given compensatory time off instead of Holiday Pay for six holidays in FY 1993-94.

The Fire Department projects savings in other salary accounts and operating accounts to make up the additional need of \$306,097 if this request of \$2,600,815 is approved.

Comments:

1. The Fire Department reports that their Workers Compensation costs exceeded their budget because although the Fire Department expended approximately \$3.5 million in FY 1992-93, only \$3,028,132 was budgeted in FY 1993-94. The Fire Department reports that they incurred higher costs than expected in September and October, 1993, when services were provided to eight Firefighters injured and burned, plus one Firefighter that died as a result of a fire at Geneva Towers. Furthermore, the Fire Department reports that the Workers Compensation Division began paying advance permanent disability awards to Firefighters injured while on duty, rather than waiting until the injured member retired, as was the previous practice.

2. Approval of this request would result in a remaining General Fund Reserve balance of \$2.8 million.

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Recommendation: Approve the proposed ordinance.

Item 7 - File 127-94-5

Item: Ordinance amending Part III of the Municipal Code, by amending Section 1108.1 relating to real property transfer tax exemption, dissolution of marriage, etc., pertaining to domestic partners.

Description: The proposed ordinance would amend the Real Property Transfer Tax Ordinance, Part III, Article 12-C, Section 1108.1 of the Municipal Code, to exclude transfers of property related to the dissolution of a domestic partnership from the real property transfer tax.

The Real Property Transfer Tax Ordinance imposes a tax of \$2.50 for each \$500 (or part thereof) in value of a property at the time of transfer of ownership. Under the existing ordinance, Section 1108.1 exempts from the property transfer tax the transfer of property between spouses for the purpose of effecting a division of property required by or anticipated in a judgment decreeing a dissolution of the marriage.

The proposed ordinance would amend Section 1108.1(b) to also exempt from the property transfer tax the transfer of property between domestic partners for the purpose of effecting a division of property upon the dissolution of a domestic partnership. The proposed ordinance defines "domestic partnership" to mean a domestic partnership for which a Declaration of Domestic Partnership has been filed with the County Clerk pursuant to Chapter 62 of the Administrative Code.

The proposed ordinance would add Section 1108.1(c), which would require that either of the domestic partners sign a statement, to be included in the transfer document, that the deed, instrument, or other writing that transfers the property is entitled to the exemption. The existing ordinance contains this requirement for either spouse when qualifying under a dissolution of marriage exemption.

Comments: 1. Mr. Bruce Jamison, County Clerk/Recorder states that there are currently approximately 2,000 Declarations of Domestic Partnership on file with the County Clerk. Mr. Jamison states that as of the writing of this report, 21 applications for dissolution of a domestic partnership had been filed in FY 1993-94 with the County Clerk. Based on these 21 applications for dissolution thus far in FY 1993-94, the Budget Analyst estimates that a total of 24 applications for dissolution of a domestic partnership will be filed in FY 1993-94. Mr. Jamison advises that the County

Clerk/Recorder does not have statistics on the proportion of Domestic Partnerships under which the partners own real property. If 50 percent of the dissolved partnerships involve a transfer of property, approximately 12 applications for exemption from the property transfer tax could have been made in FY 1993-94, if the proposed ordinance had been in effect.

According to Mr. Jamison, the average value of a single family home in San Francisco is \$300,000. Therefore, assuming an equal distribution of community property upon dissolution of a domestic partnership, transfer of 50 percent of the value of the asset (\$150,000) would result in an average property transfer tax of \$750. The Budget Analyst estimates that the annual loss in revenues to the General Fund resulting from the proposed ordinance would be approximately \$9,000 (\$750 times 12 transfers). This estimate assumes that 50 percent of the domestic partnerships being dissolved would transfer real property upon dissolution, that the average value of such property would be \$300,000, and that the annual number of dissolutions of domestic partnerships will remain fairly constant. It is possible that more applications for dissolution of domestic partnerships would be filed, if the proposed ordinance is approved.

2. Mr. Jamison reports that, whereas under current law a final court decree regarding the distribution of assets is required to dissolve a marriage, there is no such requirement for dissolution of a domestic partnership. Mr. Jamison advises that, because the courts would not review the distribution of assets from a domestic partnership that is being dissolved, it would be relatively simple for two individuals to declare a domestic partnership under false pretenses and dissolve the domestic partnership in order to avoid payment of the property transfer tax. However, Mr. Jamison advises that the County Clerk/Recorder's Office takes a neutral position regarding the proposed ordinance, and does not expect a significant loss of revenues to the City, if the proposed ordinance is approved.

Recommendation: Approval of the proposed ordinance is a policy matter for the Board of Supervisors.

Item 8 - File 172-94-14

Note: This item was continued by the Budget Committee at its meeting of May 18, 1994.

Department Department of Social Services (DSS)

Item: Resolution finding that the General Manager of the Department of Social Services has complied with the requirements of the City's Administrative Code and Charter and with the provisions of the State Welfare and Institutions Code pertaining to the award of the In-Home Supportive Services (IHSS) contract.

Description: The proposed resolution would authorize a new three year contract with National Homecare Systems for the period July 1, 1994 to June 30, 1997. National Homecare Systems, the current contractor for IHSS services, was selected on the basis of a competitive bid. The DSS advises that in response to its Invitation for Bids, the Department received only one bid from National Homecare Systems. According to DSS, National Homecare System's has very little competition because of the uniqueness of the service being provided and because of National Homecare System's dominance in this field by virtue of its size (it is a nation-wide organization) and its level of expertise. Mr. Anthony Nicco of the DSS advises that all of the other local jurisdictions in California which provide IHSS services, also contract with National Homecare Systems for those services.

IHSS services include domestic care, non-medical personal care and protective supervision services provided for the purpose of delaying or preventing out-of-home placement of the aged, blind or disabled by enabling them to remain in or return to their homes and thus avoid inappropriate institutionalization. IHSS services are provided to approximately 7,385 recipients monthly. Of these, approximately 1,420 cases are currently served under the National Homecare Systems contract paid for from 100 percent Federal and State funds and Local Health and Welfare Trust funds (State funds), which represent the local share of costs. The balance of the IHSS cases are served by individual non-contract IHSS providers who are hired directly by their clients and paid for by State and Federal funds and Local Health and Welfare Trust Funds (State funds). Effective July 1, 1994, services will also be provided by a yet to be identified non-profit agency, which would also be funded by State and Federal funds and Local Health and Welfare Trust Funds (State funds).

The proposed hourly rate for the IHSS contract services for the renewal period of July 1, 1994 through June 30, 1997 is \$12.28, the same rate that has been charged since December, 1992. DSS reports that the total contract cost with National Homecare Systems is \$7.36 million annually or approximately \$ 22.1 million for the three year contract. This contract is presently funded by 100 percent State and Federal Funds and Local Health and Welfare Trust (State funds). The proposed contract, as submitted to the Board of Supervisors, would not require any funding from the City's General Fund (However, see Comment No. 3 below).

The average monthly budgeted costs of the current and proposed contracts are as follows:

	<u>Current Contract</u>	<u>Proposed Contract</u>
Direct Service Hours	<u>50,000</u>	<u>50,000</u>
Direct Service Wages	\$308,024	\$317,560
Travel Wages	13,500	10,625
Training Wages	3,122	3,201
Sick Leave	10,234	10,443
Vacation	11,740	11,900
Holiday	<u>9,588</u>	<u>10,238</u>
Subtotal	\$356,208	\$363,967
Social Security	\$27,250	\$27,843
Social Security (Administrative)	2,732	2,908
Federal Unemployment Insurance	2,265	2,912
Federal Unemployment Insurance (Administrative)	197	135
State Unemployment Insurance	10,193	13,467
State Unemployment Insurance (Administrative)	472	626
Workers Compensation	63,156	49,754
Workers Compensation (Admin.)	578	498
City Payroll Tax	5,343	5,460
City Payroll Tax (Administrative)	536	570
Health/Insurance	40,954	42,695
Health Insurance (Administrative)	2,791	1,994
Dental Insurance	2,151	1,986
Dental Insurance (Administrative)	168	136
Pension Plan	16,786	16,750
Supervisory Salaries	31,547	32,500
Admin. Staff Salaries	2,500	2,916
Clerical Wages	1,667	2,600
Liability & Insurance	7,884	2,002

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	<u>Current Contract</u>	<u>Proposed Contract</u>
Fidelity Performance Bonds	\$5,149	\$4,583
Mileage	8,333	10,000
Mileage (Administrative)	417	500
Rent	2,500	3,300
Equipment Maintenance	375	375
Accounting & Data Processing	1,250	1,250
Telephone	1,833	2,000
Postage	625	625
Photocopying/Printing	625	625
Supplies	1,200	1,200
Personnel Advertising	83	83
Home Office Expense	5,833	5,833
Miscellaneous	<u>2,663</u>	<u>2,721</u>
Total Expenses	\$606,264	\$604,814
Profit	<u>7,066</u>	<u>8,933</u>
Total Budget	\$613,330	\$613,747
Rate Per Hour	\$12.28	\$12.28

A total of 1,800,000 hours of direct client services will be provided under the proposed three year IHSS contract, based on 50,000 hours per month or 600,000 hours per year, which is identical to the current contract.

Comments:

1. On April 18, 1994, the Board of Supervisors conducted a hearing pursuant to Welfare and Institutions Code Section 12302.1 (b) (2) to determine whether the DSS complied with the requirements of the Administrative Code and Charter of the City and County of San Francisco and the provisions of the Welfare and Institution Code pertaining to the awarding of an IHSS contract to National Homecare Systems.

2. At the above-noted hearing, Local 250 urged the Board of Supervisors to increase the maximum hourly rate under National Homecare Systems contract by \$1.00 from \$12.28 to \$13.28.

3. The IHSS contracting process and maximum hourly rate are governed by State law. For the past three years, the State has set San Francisco's maximum rate at \$12.28. This year, the State has authorized a maximum hourly rate of \$13.28,

or a \$1.00 per hour rate increase. However, the State is not allocating additional funds to the City to pay for this increase. As such, if the Board of Supervisors were to authorize that the rate be increased to \$13.28, the City would have to use General Fund monies to pay for the State and local share of the additional cost of the \$1.00 hourly rate increase. (see Comment 5 below).

4. The DSS reports that the In-Home Supportive Services Program authorizes a total of approximately 6,000,000 annual service hours annually. As previously noted, services are currently provided by independent providers and National Homecare Systems. Effective July 1, 1994, such services will also be provided by a yet to be identified non-profit agency. The 6,000,000 annual service hours would be distributed among the three modes of service as follows:

	<u>Hours of Service</u>	<u>Annual Cost</u>
National Homecare Systems	600,000	\$7,366,666
Independent Providers	5,250,000	25,653,641
Non-Profit Agency	<u>150,000</u>	<u>1,842,000</u>
Total	6,000,000	\$34,862,307

5. The DSS advises that the employees of National Homecare Systems currently receive wages and benefits ranging from \$5.00 per hour to \$8.00 per hour. According to the DSS, by comparison, independent providers are currently paid \$4.25 per hour with no benefits except for workers compensation benefits. Mr. Nicco reports that because of the lack of General Fund resources, the DSS does not believe that it would be fiscally prudent to authorize the proposed \$1.00 rate increase. However, the DSS believes that if the Board of Supervisors authorizes a \$1.00 rate increase, consideration should be given to increasing the rate for all three service modes. Attached is a table prepared by the DSS which outlines the estimated additional cost to each of the three service modes based on the proposed \$1.00 rate increase. The additional annual cost to the City's General Fund would be \$4,447,568, if the \$1.00 rate increase is authorized for all three service modes. If the increase is only authorized for National Homecare Systems, the additional cost to the General Fund would be \$394,543.

6. The DSS notes that if the maximum hourly rate is increased by \$1.00 from \$12.28 to \$13.28, there is no assurance that the \$1.00 rate increase would be paid to the

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employees under the National Homecare Systems contract, because payment is made by the City directly to the contractor. According to DSS, any increase in the hourly rate to the contract employees would be predicated on Local 250 successfully negotiating a wage benefit package with National Homecare Systems which would increase their employees wages and benefits by the \$1.00 per hour increased rate.

8. Approval of this proposed IHSS contract from the State SDSS is contingent upon the Board of Supervisors approval of the proposed resolution.

Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

SF DSS

IHSS Hourly Increase Estimates

	Budget Hourly Rate	Federal	State	County	TOTAL	Contract Estimate
Budget National	\$12.28	2,089,938	3,095,506	1,666,811	6,852,255	7,368,000
\$1.00 hourly increase	\$13.28	163,458	0	394,543	558,001	
Budget New Contract	\$11.99	612,173	906,719	488,233	2,007,125	1,842,000
\$1.00 hourly increase	\$12.99	49,038	0	118,363	167,401	
Budget IP Mode	\$4.25 *	7,824,361	11,589,032	6,240,248	25,653,641	
\$1.00 hourly increase	\$5.25	1,630,120		3,834,662	5,564,782	
Total Increase		1,842,616	0	4,447,588	6,290,184	

Current Phase B budgeted amounts reflect spending estimates for the budget year. Actual contract amounts will be budgeted and revenue estimates updated at the time the contracts are approved.

The above hourly increases reflect current budgeted caseload and average hours paid per case with \$1.00 per hour added. Were such hourly increases implemented, DSS considers that all such increase would be paid at an approximate 30% Federal Title XIX share (as currently) with the balance of 70% from local funds.

- * IP hourly rate is \$4.25 paid directly to providers, plus \$0.35 in Workers Comp equals \$4.61

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Item 9 - File 32-94-2

Note: This item was continued by the Budget Committee at its meeting of May 18, 1994.

Item: Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992.

Description: On April 27, 1994 the Budget Analyst issued a report to the Board of Supervisors pertaining to a Franchise Fee Audit of Viacom Cablevision of San Francisco. This report includes Viacom's reporting of Gross Receipts and payments of Franchise Fees for Calendar Years 1991 and 1992. In this audit the Budget Analyst determined that Viacom owes the City \$163,899 in Franchise Fees for Calendar Years 1991 and 1992. In the Franchise Fee Audit report, the Budget Analyst recommends that the Board of Supervisors should:

- Direct Viacom to immediately remit to the City the understated Franchise Fees owed for Calendar Years 1991 and 1992 estimated at \$163,899 as well as the directly related Franchise Fees to the City that were not remitted for the years before 1991 and after 1992.
- Request the Controller's Office to collect (a) the \$163,899 in understated Franchise Fees owed to the City for Calendar Years 1991 and 1992 based on Viacom's understatements of Gross Receipts reported to the City, as detailed in the Franchise Fee Audit report, and (b) the additional Franchise Fees owed to the City for Viacom's understatements of Gross Receipts for years before 1991 and after 1992.
- Advise Viacom to strictly comply with all terms of the Franchise Agreement effective immediately by not taking any deductions from revenues, other than for pass through taxes, when reporting its Gross Receipts to the City.
- Consider amending the Franchise Agreement to specifically allow Viacom to exclude from its Gross Receipts reports to the City, the value of free services to non-profit organizations that provide residential or other humanitarian services.

The Franchise Fee Audit also examined the distribution of Franchise Fee revenues by the City to the Cable Television Access Development and Program Fund for the benefit of public, educational and government access. In regard to public, educational and government access, the Budget Analyst made the following recommendation:

- Amend the Administrative Code to add a requirement that all organizations receiving monies from the Cable Television Access Development and Program Fund, for the purpose of providing public, educational and governmental access activities, submit an annual report and financial accounting to the Board of Supervisors at the end of each fiscal year. The annual report and financial accounting should include a description of the access program and details of the revenues and expenditures for each fiscal year.

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Item 10 - File 54-94-3

Note: This item was continued by the Budget Committee at its meeting of May 18, 1994.

Item: Hearing to consider the total operating budget of the CITYWATCH, Cable Channel 54, in the amount of \$160,000 to \$200,000, which would include gavel-to-gavel coverage of the full Board of Supervisors meetings.

Description: CITYWATCH, Cable Channel 54, is a cable television government access channel that broadcasts meetings of the Board of Supervisors. This is a hearing to consider the total operating budget of the CITYWATCH Television Channel, in the amount of \$160,000 to \$200,000, which would include gavel-to-gavel coverage of the full Board of Supervisors meetings. CITYWATCH is a non-profit organization. Its proposed FY 1994-95 budget is as follows:

**CITYWATCH
Budget:**

Expenditures

Personnel

Executive Director (1)	\$25,500	
Program Coordinator (1)	20,277	
Equipment Operators (1.5)	<u>40,560</u>	
Subtotal Personnel		\$86,337
Fringe Benefits at 17.6 percent		<u>15,183</u>
Total Personnel		\$101,520

Professional Services

Technician	7,800	
Computer Consultant	1,600	
Accounting Services	4,900	
Payroll Services	395	
Videotaping Services	<u>44,150</u>	
Total Professional Services		58,845

Miscellaneous Expenditures

Materials and Supplies (inc. postage, phone, office supplies, publications, etc.)	12,068	
Rent Contribution	500	
Travel	1,353	
Training	<u>1,200</u>	
Total Miscellaneous Expenditures		15,121

<u>Broadcasting Equipment</u>	<u>25,853</u>	
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<i>Total CITYWATCH Operating Expenditures</i>		\$201,339
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Revenues

<u>Cable Television Access Development and Program Fund</u> (see Comments 1 and 2)	\$46,452
<u>Interest Income</u>	252
<u>Video Duplication Fees</u>	1,200
<u>General Fund</u> (see Comment 3)	<u>153,435</u>
Total CITYWATCH Operating Revenues	\$201,339

Comments:

1. The franchise agreement between the City and Viacom specifies that five percent of Viacom's total revenues are to be paid to the City. This five percent is apportioned as follows: 4.8 percent of total revenues (96 percent of the franchise fee) accrues to the City's General Fund, and 0.2 percent of total revenues (four percent of the franchise fee) is set aside to fund, in three equal parts, the development of public, educational and government access channels. These funds accrue to the Cable Television Access Development and Program Fund, noted in the above budget.

In FY 1993-94, the total amount of the franchise fee (five percent of Viacom's total revenues of approximately \$66.4 million) is projected to be \$3.32 million. (These revenues may be less in FY 1994-95, due to changes in cable regulation. For more information on these changes, see the April, 1994 Budget Analyst's report entitled *The 1992 Cable Act and the Resulting Regulations*.) 0.2 percent of Viacom's total revenues (four percent of total franchise fees paid to the City) of \$66.4 million (the amount to be set aside to fund public, educational and government access channels) is \$132,800. One-third of this \$132,800, the amount available for government access television, is approximately \$44,267. CITYWATCH, a government access channel, is requesting that this \$44,267 be used to fund a portion of its budget.

2. In the April 1994 Franchise Fee Audit of Viacom Cablevision of San Francisco, the Budget Analyst identified understated 1991 and 1992 franchise fees, in the amount of \$163,899, owed to the City by Viacom. All franchise fees must be divided in accordance with the specifications of the franchise agreement, so that, of the total \$163,899 owed to the City, \$157,343 (96

percent) would accrue to the General Fund and \$6,556 (four percent) would accrue to the Cable Access Development Fund.

CITYWATCH is requesting that one-third of the \$6,556 in the Cable Access Development Fund, or \$2,185, be used to support its operating budget. This would bring the total amount proposed to be expended from the Cable Access Development Fund to \$46,452 (\$44,267 plus \$2,185), as noted in the above revenue budget.

3. CITYWATCH proposes to use the General Fund portion of the \$157,343 of Viacom's delinquent fees to the City, as identified by the Budget Analyst, to support its remaining costs. As noted in the above budget, the General Fund amount CITYWATCH proposes to use is \$153,435, approximately 97.5 percent of the \$157,343 uncollected General Fund franchise fees. The Budget Analyst notes that these franchise fees could be used to support any program or department funded by the General Fund, although CITYWATCH is requesting that the funds be used to support its program.

4. While the Budget Analyst believes that Viacom owes the City the above noted \$163,899, Viacom is disputing the City's claim, and the Controller will not certify the availability of this revenue until the City receives payment from Viacom.

5. Mr. Zane Blaney of CITYWATCH advises that the value of broadcast time received by the City is more than the \$201,339 operating expenditures. CITYWATCH broadcasts gavel-to-gavel Board of Supervisors meetings (audio only), as well as other programs, such as Board of Supervisors committee meetings (audio and visual), public safety information, disaster recovery information, library information programs, art museum programs, etc. CITYWATCH estimates that the value of the broadcast time received by the City in FY 1993-94 to be approximately \$2,146,875. This estimate includes the fair market value of channel space, at \$1 million, plus the value of professional and other volunteer time, at \$368,875, and the value of equipment requested to be donated (see Comment 6), at \$778,000, according to Mr. Blaney.

6. At its May 17, 1994 meeting, the Government Efficiency and Labor Committee approved a resolution authorizing the San Francisco Public Library to apply for \$583,779 from the U.S. Department of Commerce National Technology Information Administration to purchase broadcast-quality video equipment. This equipment would establish the new Main Library as a television station for CITYWATCH, and would support the installation of permanent television equipment in the Board of

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Supervisors Chambers and Committee Rooms. This proposed grant would enhance the City's Public Library services and equipment, according to Mr. Ed McBride of the San Francisco Public Library, and would have no impact on CITYWATCH's operating budget.

Items 11 and 12 - Files 93-94-12 and 93-94-12.1

Note: These items were transferred from the May 17, 1994 Government Efficiency and Labor Committee Meeting

Items: Resolution ratifying the administrative provisions of the Arbitrator's award regarding the terms and conditions of employment for employees represented by the International Federation of Professional and Technical Engineers, Local 21, AFL-CIO for the term of July 1, 1994 through June 30, 1997 (File 93-94-12).

Ordinance implementing the fiscal provisions of the Arbitrator's award regarding the compensation of classifications represented by the International Federation of Professional and Technical Engineers, Local 21, AFL-CIO for the period of July 1, 1994 through June 30, 1995 (File 93-94-12.1).

Description: In accordance with Charter Section 8.409-4, the International Federation of Professional and Technical Engineers, Local 21 (Local 21) commenced negotiations with the City, through the Mayor's Employee Relations Division, in February, 1994. When these negotiations reached impasse in early March, 1994, in accordance with Charter Section 8.409, a three person Arbitration Board was established, comprised of one member from the City (Mr. Carl Bunch), one member from Local 21 (Ms. Carol Isen) and the Chairperson, selected by the other two members from a list provided by the American Arbitration Association (Ms. Jerilou Cossack). The Arbitration Board was responsible for facilitating agreement between the City and Local 21.

The Arbitration Board convened on March 16, 1994 and conducted negotiations, mediation, formal arbitration hearings and executive sessions through the end of April, 1994. The Arbitration Board agreed that the best way to address the disagreements between the City and Local 21 was to approve a basic three year agreement, but provide for annual economic reopeners. Therefore, the proposed resolution would ratify the administrative provisions of the Memorandum of Understanding (MOU) between the City and Local 21, which include the grievance procedures, basis for seniority, etc. from July 1, 1994 through June 30, 1997, a three year period. The proposed ordinance would implement the fiscal provisions of the MOU between the City and Local 21, which include the wage, fringe benefit and other economic

provisions of the agreement, from July 1, 1994 through June 30, 1995, a one year period.

The major new fiscal provisions of the Arbitration Board's award are summarized in the following table.

Major Fiscal Provisions and Related Costs of Local 21 Arbitration Board Decision

<u>Provision</u>	<u>FY 1994-95</u>	<u>FY 1995-96</u>	<u>FY 1996-97</u>
Wage Increase	No Increase	Will be re-opened.	Will be re-opened.
City Pick-up of 2% of Employee's Share of Retirement Costs, effective 10/1/94.	\$1,497,198 (partial year)	\$1,996,264 (may be re-opened)	\$1,996,264 (may be re-opened)
City Pick-up of \$75/mo. dependent health care benefits, effective 3/1/95.	\$203,000 (partial year)	\$620,000 (may be re-opened)	\$620,000 (may be re-opened)
Step Increase for Temporary Employees (5%), effective 7/1/95	No costs in FY 1994-95	\$952,841	\$971,898
Total Major New Costs	\$1,700,198*	\$3,569,105*	\$3,588,162*

* Total estimated costs of \$8,857,465.

There are no projected costs associated with the step increases for Temporary Employees in FY 1994-95 shown above because this provision would not become effective until July 1, 1995.

In addition, other provisions of the proposed agreement will avoid other possible future cost increases, but not significantly alter current spending levels. These provisions include:

- Various pay premiums are being limited to current employees, and/or are being phased out, as follows: (1) A Sewage Premium of \$0.45 per hour, paid to approximately 20 members of Local 21, will be limited to current recipients. These current recipients will receive a final lump sum payment of \$650 each, or approximately \$13,000 in total, on October 7, 1994. (2) The Airport Travel Pay Premium for Local 21 employees of the Airport will be discontinued, if this premium is no

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longer granted to all other Airport employees. The premium is \$3.50 per day. This is an Airport expense, and not a General Fund expense. (3) A five percent premium for console operators (computer operators that run console equipment) will apply only to the approximately 15 current recipients. Any new console operators will not receive this premium.

- Pay equity adjustments will be frozen at FY 1993-94 levels for all employees covered by the Local 21 agreement during FY 1994-95. For certain classes of engineering employees that have received pay equity adjustments in past years, the existing pay equity will be phased out by formula starting in FY 1995-96. (Mr. John Madden of the Controller's Office advises that the savings from this phase-out will be minimal because the additional costs would be offset by future wage increases for the affected employees.) All other classes covered by this agreement will retain existing pay equity adjustments for the life of the agreement, but will not receive additional pay equity adjustments. Pay equity adjustments for classes in which no positions have been authorized and/or for which there are no incumbents will be discontinued.

In addition, the proposed agreement contains the following major changes, which might not have direct fiscal impacts on the City, but may lead to indirect costs for the City:

- Bumping Rights: All bumping and displacement in the case of layoffs will occur first within the department that effected the layoff in question, prior to Citywide bumping. According to Mr. Madden, this provision will not result in direct budgetary costs, but could cause some productivity loss because more "bumps" may occur before personnel are settled in their permanent positions.
- Grievance Procedures - Grievances would be expanded to include all conditions of employment, not just those specifically stated in the agreement.
- Contracting: The City must provide notification to Local 21 at the time that the City issues requests for proposals for both "Proposition J" contracting out of City services and for non-Proposition J personal services contracts, where such services could potentially be performed by represented classifications.

- Rehabilitation Professionals - The proposed agreement would commit the City to discussions regarding a merit point system for Rehabilitation Professionals (i.e., Occupational Therapists, Physical Therapists, Audiologists, etc.), and permits Local 21 to submit any disputes in this area to an arbitrator, after six months.

Various other new provisions in the Arbitrator's decision will effect only a small number of employees, and/or will result in costs that Mr. Madden expects City departments to absorb in their existing budgets. These provisions include changes in the rules governing assignments, pay and supervisory differential adjustments, limitations on automobile allowances for employees on leave, setting the mileage allowance according to the comparable Federal Internal Revenue Service allowance, reimbursing employees for individual Muni trips rather than purchasing Muni passes for individuals, extending annual audiometric (hearing) exams to those covered employees who do not already receive them, etc.

During December, 1993, a Letter of Agreement related to the FY 1993-94 Local 21 MOU was signed, although never presented to the Board of Supervisors for approval. Therefore, approval of the proposed ordinance and resolution will, in effect, also ratify the provisions of the December, 1993 Letter of Agreement. The major provisions of this Letter of Agreement are:

- Civilian Fire Safety Inspectors (Class 6281) were given wage parity with uniformed Fire Safety Inspectors (Class H4). This provision is estimated to cost approximately \$130,000 in FY 1994-95.
- Temporary Class 1824 Principal Administrative Analysts and Class 1823 Senior Administrative Analysts, for whom no exam had been scheduled in over 20 years, were to have their years of temporary employment recognized for seniority and step placement purposes if they were certified from a Civil Service eligible list established during FY 1993-94.

Comments:

1. According to Mr. David Novorodsky of Local 21, there are approximately 2,000 City employees that would be affected by the proposed agreement. The affected employees include accountants, computer operators, management information systems analysts, purchasers, physical therapists, appraisers, engineers, planners, street and safety inspectors, legal assistants, etc.

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2. It should be noted that in accordance with Charter Section 8.409, either the City, through the Employee Relations Division, or Local 21 can appeal the decision of the Arbitration Board to the Board of Supervisors. The Board of Supervisors, by a two-thirds vote, may reject the Arbitration Board's decision. According to Mr. Carl Bunch of the Employee Relations Division, neither the City nor Local 21 intends to appeal the proposed decision of the Arbitration Board.

Because neither party is appealing or legally challenging the decision of the Arbitration Board, Ms. Vicki Clayton of the City Attorney's Office states that the Board of Supervisors has a "ministerial duty" to implement the fiscal provisions of the Arbitration Board's decision (File 93-94-12.1). Ms. Clayton advises that, under these circumstances, the City's Charter requires that the Board of Supervisors take whatever action is necessary to carry out and effectuate the final decision of the Arbitration Board. Therefore, the City Attorney's Office advises that the Board of Supervisors must, by ordinance enact the fiscal provisions of the Arbitration Board's decision (File 93-94-12.1). The City Attorney's Office further advises that, absent an appeal or legal challenge, and subject to approval as to form, the Board of Supervisors is required to ratify the administrative provisions (File 93-94-12) of the award to the extent they are within the Board of Supervisors jurisdiction.

3. As noted above, the proposed administrative provisions (File 93-94-12) would extend from July, 1994 through June, 1997, a three year period, but the proposed fiscal provisions would only extend from July, 1994 through June, 1995, a one year period (File 93-94-12.1). These fiscal provisions, including changes to salaries, retirement contributions by the City and dependent health care contributions, would be subject to renegotiation in FY 1995-96 and FY 1996-97.

4. According to Mr. Madden, the cost of the proposed agreement is estimated at approximately \$2,675,045 in FY 1994-95. This cost estimate exceeds the total FY 1994-95 cost of \$1,700,198 shown in the table above because the Controller's cost estimate includes (a) \$132,000 in Employee Assistance Program contributions and Training Funds, (b) \$77,847 of step increases for Temporary Employees and (c) \$765,000 for the continuation of two extra floating holiday days that are not new expenses. The Budget Analyst notes that although these costs identified by the Controller's Office will be incurred in FY 1994-95, such costs are not associated with the

new provisions of the proposed Arbitration Board's award, which is the subject of this proposed legislation.

5. Over the three year life of the contract, Mr. Madden estimates a total cost of approximately \$10.2 million based on the fiscal provisions of FY 1994-95 remaining the same through FY 1996-97. This \$10.2 million projection exceeds the Budget Analyst's estimate of \$8,857,465 by approximately \$1.3 million, over the three year period because of the differences in costs included for FY 1994-95, identified in Comment 4 above which would be continued in FY 1995-96 and FY 1996-97. However, because there are provisions to reopen the contract in the two subsequent years, both the Controller's Office and the Budget Analyst's Office report that these cumulative costs of between \$8.9 million to \$10.2 million may be significantly understated.

6. Mr. Kieran Murphy of the Employees Retirement System reports that, although he has not had an opportunity to review the proposed agreement, he would estimate the cost to the City of picking up the additional two percent of the employees share of the retirement cost at approximately \$1.5 million for FY 1994-95, comparable to the estimate of the Controller's Office. In addition, Mr. Murphy reports that the proposed agreement should not impact on retired employees' benefit payments. Furthermore, Mr. Murphy reports that assuming that the City pays all of the increase for the employees retirement costs, the proposed agreement should not have any fiscal impact on the Employee Retirement Trust Fund or on future employer (City) rates of contribution.

7. In summary, based on an Arbitration Board's decision, the proposed resolution would ratify the administrative provisions of the MOU between the City and Local 21 for a three year period, from July 1, 1994 through June 30, 1997. The proposed ordinance would implement the fiscal provisions of the MOU between the City and Local 21 for a one year period, from July 1, 1994 through June 30, 1995. The Budget Analyst estimates that the major fiscal provisions of the proposed agreement would cost the City approximately \$1,700,198 in FY 1994-95 and a total of approximately \$8,857,465 through FY 1996-97. In addition, a December, 1993 Letter of Agreement, which is part of the proposed agreement, contains a wage parity provision estimated to cost approximately \$130,000 in FY 1994-95. There are also numerous provisions contained in the proposed agreement which should not significantly alter current spending levels and numerous other provisions which may lead to indirect costs to the City. Because the proposed agreement contains

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provisions to reopen the fiscal provisions of the contract in the two subsequent years, both the Controller's Office and the Budget Analyst's Office report that the estimated cumulative three-year costs may be significantly understated. Since there has not been an appeal of the proposed provisions, the City Attorney's Office reports that the City's Charter requires the Board of Supervisors to enact the fiscal provisions in the proposed ordinance and to ratify the administrative provisions in the proposed resolution.

Recommendation: Approve the proposed resolution (File 93-94-12) and ordinance (File 93-94-12.1), in accordance with the legal requirements of Charter Section 8.409-4.

Items 13, 14, 15, 16, 17 and 18 - Files 142-94-1, 142-94-1.1, 142-94-1.2, 142-94-2, 142-94-2.1 and 142-94-2.2

Department: Public Utilities Commission (PUC)

Item: Water Department Rates for Retail and Wholesale Customers

- Description:**
1. File 142-94-1 is a resolution making a finding that no tax subsidy will be required by the San Francisco Water Department by reason of approval of a proposed revised schedule of rates to be charged by the San Francisco Water Department for water supplied to its suburban resale customers. File 142-94-1.1 is a resolution approving the revised schedule of rates to be charged by the San Francisco Water Department for water service and water supplied to its suburban resale customers; File 142-94-1.2 is a resolution disapproving the revised schedule of rates to be charged by the San Francisco Water Department for water service and water supplied to its suburban resale customers. Since the Board of Supervisors can only accept or reject the San Francisco Water Department's revised schedule of rates to be charged for water supplied to its suburban resale customers, one of these latter two resolutions (Files 142-94-1.1 or 142-94-1.2) should be approved and one should be disapproved.
 2. File 142-94-2 is a resolution making a finding that no tax subsidy will be required by the San Francisco Water Department by reason of approval of a proposed revised schedule of rates to be charged by the San Francisco Water Department for retail water service in San Francisco and suburban areas. File 142-94-2.1 is a resolution approving the revised schedule of rates to be charged by the San Francisco Water Department for retail water service in San Francisco and suburban areas; File 142-94-2.2 is a resolution disapproving the revised schedule of rates to be charged by the San Francisco Water Department for retail water service in San Francisco and suburban areas. Since the Board of Supervisors can only accept or reject the San Francisco Water Department's revised schedule of rates to be charged for retail water service in San Francisco and suburban areas, one of these latter two resolutions (Files 142-94-2.1 or 142-94-2.2) should be approved and one should be disapproved.
 3. The Board of Supervisors can only approve or disapprove the rate schedules submitted by the Public Utilities Commission. The proposed rate schedules cannot be amended by the Board. If the Board wishes to approve the proposed schedule of rates (Files 142-94-1.1 and 142-94-2.1) a majority vote is required. If the Board wishes to disapprove the proposed schedule of rates (i.e., by approving the resolutions

contained in File 142-94-1.2 and 142-94-2.2) a two-thirds vote is required.

4. In addition to retail water services provided to San Francisco and suburban customers, the San Francisco Water Department delivers water on a wholesale basis to 30 water agencies outside the City and County of San Francisco (suburban resale customers). In 1984, the Department and its suburban resale customers approved a settlement agreement and master water sales contract. This agreement resolved litigation pending since 1974 and established a method by which suburban resale rates are calculated each year. Under the agreement, cost accounting and rate setting is divided and based on the distinct costs of providing water services to City retail customers as opposed to "Suburban Resale" customers who purchase water on a wholesale basis. The City sets the wholesale water rates to recover all costs associated with providing water to the Suburban Resale Customers, plus a rate of return on all debt funded assets and future revenue funded assets.

The PUC is proposing that wholesale rates for suburban resale customers increase by 18.9% on average, effective July 1, 1994.

5. The PUC recommends an average rate increase of 14.66% for the City's retail customers and its retail customers in suburban areas, also effective July 1, 1994. The table on the next page shows the effect of this increase on typical retail customers of the San Francisco Water Department. This rate increase of 14.66% is consistent with a financial plan previously adopted by the PUC and the Board of Supervisors (see point 6 below).

MONTHLY COMPARISON OF CURRENT WATER RATES
VS.
14.66% WATER RATE INCREASE; TYPICAL SAN FRANCISCO CUSTOMERS

Type	Estimated Units of Consumption*	Current Charge	Charge at Proposed Rates	Cost Difference	% Increase
Average Single-Family	7	\$9.94	\$11.39	\$ 1.45	14.6%
12 Unit Apartment	29	40.78	46.73	5.95	14.6%
Large Apartment	307	394.94	452.49	57.55	14.6%
Apartment Complex	2,224	2,432.18	2,788.68	356.50	14.7%
Residential Hotel	517	568.24	651.49	83.25	14.7%
Restaurant	378	406.06	465.66	59.60	14.7%
Large Office Building	575	668.3	766.05	97.75	14.6%
Department Store	1,286	1,393.52	1,597.92	204.40	14.7%
Hospital	2,264	2,472.98	2,835.48	362.50	14.7%

* One unit equals 748 gallons of water.

6. In 1990-91, a five year financial plan was proposed by the Public Utilities Commission, and approved by the Board of Supervisors during the water rate review process, that projected regular rate increases of 14 percent for five years through 1994-95 to retail customers in San Francisco and suburban areas. Increases of 14 percent annually were projected on future funding needs, irrespective of water availability. The financial plan utilized bond-funding of capital projects as a rate stabilizing tool to give the customers a graduated increase in rates. Had debt financing not been used, rates would have had to increase by as much as 93% in a two year period.

Consequently, base rates (i.e., not including excess use charges during drought conditions) for retail customers increased by 14% in 1990-91, 1991-92, 1992-93 and 1993-94. The Water Department is proposing a base rate increase of 14.66% for 1994-95. According to the financial plan adopted in 1990, the series of 14% annual increases was scheduled to end at the close of 1994-95 when the water rate base was expected to be

sufficient to meet both regular operating expenses and allow "pay-as-you-go" funding of capital projects. Mr. Anson Moran, General Manager of the Public Utilities Commission, informs that, with the completion of the five-year financial plan initiated in 1990-91, the Water Department currently anticipates either no retail water rate increase for Fiscal Year 1995-96 or a small increase to cover the effects of inflation only, assuming no unanticipated events significantly alter the Water Department's financial outlook (i.e. unanticipated regulatory requirements, unusually high maintenance and repair costs of an unexpected nature or excessive claims). In addition, the Water Department will, during the 1994-95 Fiscal Year, develop a five-year financial plan for the years 1995-96 through 1999-2000. A key element of the financial plan will be a Capital Improvement Program that will incorporate a comprehensive facilities replacement plan. (See comment 3, below.)

7. Attachment 1 to this report summarizes the financial results and projections used to develop the rate proposals contained in this proposed legislation. Projected revenues are based on the (a) proposed 14.66% rate increase for retail customers and in the proposed 18.9% increase for suburban wholesale customers plus (b) the assumed consumption of approximately 77.5% of pre-drought (i.e., pre - 1987) retail and approximately 90% of pre-drought wholesale water usage. The Water Department's estimated consumption levels for retail service have not achieved the previously assumed level of 85% of pre-drought usage since the drought declaration ended in February, 1993. The 85% consumption level was used as the basis for revenue estimates supporting the 1993-94 Water Department budget.

As shown in Attachment 1, even with the revenues provided by the proposed rate increases for 1994-95, the Water Department estimates a \$3,335,800 operating deficit at the end of 1994-95. The Department intends to offset this projected deficit through unspecified reductions to 1994-95 expenditures. (See comment 4.)

8. Lastly, the Water Department is proposing incorporation of a water conservation feature in its retail rate structure in response to City Ordinances 185-91, 259-91 and 346-91. These ordinances require residential and commercial customers to retrofit their premises with low flow plumbing devices and to submit to the Water Department a self-certified Conservation Affidavit. Under this conservation feature, the Department proposes that, effective March 1, 1995, retail customers who have not submitted the required Conservation Affidavit (which will be due January 1, 1995) will be charged at a rate of 1.5

times the standard retail rates. Additional revenues from the higher charges have not been incorporated into the Department's 1994-95 financial projections. Instead, the Department proposes that any proceeds from such higher payments should be used to fund water conservation programs such as the low flow toilet rebate program (where rebates will be offered as an incentive to rate payers to replace older toilets with low-flow toilets). The Department recommends delaying the implementation of this feature to March 1, 1995 in order to inform the public and allow time for customers to submit their Conservation Affidavit. The Water Department has already informed many retail customers of Conservation Program requirements and will be contacting all users prior to implementation of this rate feature.

Comments

1. The Department's requested 1994-95 budget for capital improvement and facilities maintenance projects (not including bond funded projects) has increased by approximately \$14.0 million from \$15.5 million in 1993-94 to approximately \$29.5 million in the Department's proposed 1994-95 budget. The Water Department notes that the 1993-94 capital budget of \$15.5 million was extremely low in relation to its needs for facilities maintenance and routine annual capital additions. Much of the Water Department's proposed capital spending for Fiscal Year 1994-95 is related to the need for scientific studies necessary to avoid potential Federal mandates to substantially increase filtration of Hetch Hetchy water supplies. If filtration is not avoided successfully, the Water Department may be required to site and construct a new filtration plant which will cost an estimated \$350 to \$500 million. The annual cost of the new filtration plant, for operating expenses and debt service, is estimated to be an additional \$47 to \$64 million over current expenditure levels. The proposed 1994-95 budget for the filtration avoidance studies is \$3.7 million. Of the \$29.5 million capital budget, \$7.245 million is budgeted for studies, including the \$3.7 million related to filtration avoidance. The Budget Analyst concurs with the proposed study to support filtration avoidance and will be reviewing the basis and justification for the additional studies during the 1994-95 budget review. The balance of the capital request of approximately \$22.255 million is for facilities maintenance and capital improvements to the Water Department's facilities. The requested studies are detailed in the table below:

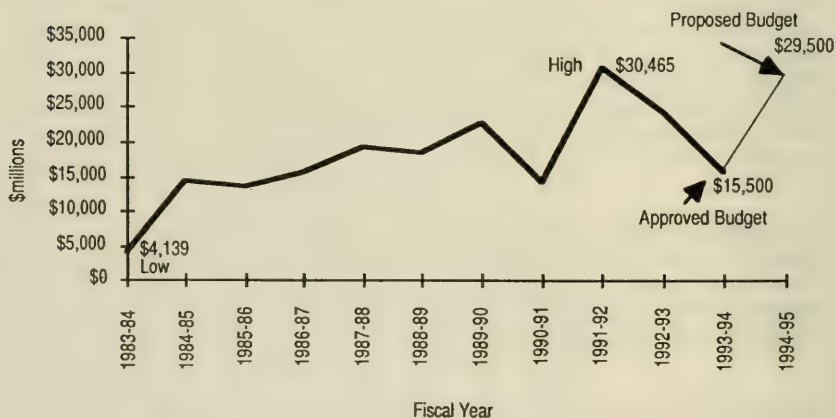
1994-95 Water Department Capital Budget

Studies:	Water Quality Planning Study *	\$500,000
	Groundwater Development	1,250,000
	Water Reclamation Implementation Study	895,000
	Watershed Management Plans	750,000
	Hetch Hetchy Treatment Project *	3,200,000
	Environmental Compliance Program	<u>650,000</u>
	Subtotal - Studies	\$7,245,000
Facilities Maintenance		6,913,000
Capital Improvements		<u>15,331,000</u>
Total Request		\$29,489,000

* Study related to filtration avoidance.

The chart below shows the spending trend for revenue financed (i.e. not including bond funded projects) capital and facilities maintenance spending.

Spending Trends for Facilities Maintenance and Capital Improvements



2. Attachment 2 to this report provides the results of the Water Department's survey of rates in selected Cities throughout the United States and water suppliers in the Bay Area. This survey compares San Francisco's current and proposed retail rates with 1993 rates charged by other Cities and water suppliers. The Water Department notes that both the existing and proposed rates for retail residential service fall mid-range

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nationally and in the lower third of the rates in the San Francisco Bay Area.

The average annual residential charges for the average daily use of 245 gallons of water proposed by the San Francisco Water Department for 1994-95 is \$178.80 or \$16.83 more than the average 1993 charges of \$161.97 for 23 other Cities nationally. However, the San Francisco charges of \$178.80 are \$67.67 less annually than the other Bay Area water suppliers which charge an average of \$246.47 annually based on 1993 rates.

3. As noted in item 6 under Description above, the Water Department has made a commitment to prepare a five year financial plan, incorporating a comprehensive Capital Improvement Program, during the 1994-95 Fiscal Year. The Budget Analyst concurs that a Capital Improvement Program will provide the Water Department with the information needed to a long-term financing plan which will inform the Board of Supervisors of expected rate developments over a multi-year period. Also as noted previously, the Water Department does not anticipate a retail rate increase in 1995-96, except possibly an amount to cover the effects of inflation or unforeseen expenditure requirements due to regulatory matters or extraordinary unanticipated maintenance and repair items.

4. As is normally the case, this proposed water rate increase legislation is before the Board of Supervisors prior to the recommended 1994-95 budget for the Water Department. However, as noted in item 7 under the Description section of this report, even with the proposed rate increases, the Water Department projects a 1994-95 deficit of approximately \$3.3 million based on the expenditures included in their budget request. This deficit will be eliminated through unspecified budget reductions. Many of these reductions can be based on recommended savings identified in the Budget Analyst's forthcoming management audit report.

Recommendations: Approve items 13 and 16 (File 142-94-1 and 142-94-2) finding that no tax subsidy will be required by the San Francisco Water Department by reason of approval of the proposed revised schedules of rates.

Approval of the resolutions proposing water rate increases are policy matters for the Board of Supervisors.

If the Committee concurs with the PUC's proposal to increase water rates, approve Files 142-94-1.1 and 142-94-2.1. If the Committee disapproves the proposed water rate increases, approve Files 142-94-1.2 and 142-94-2.2.

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1994-95 Proposed Revenues and Expenditures Based on Proposed Rate Increases

	<u>City</u>	<u>Suburban Resale</u>	<u>Department Total</u>
Beginning Unappropriated Balance 7/1/94	\$3,181,800		\$3,181,800
Estimated Beginning Balance - Balancing Account	631,603	(631,603)	
<u>REVENUES</u>			
Sale of Water	\$54,868,200	<u>\$56,460,000</u>	\$111,893,280
Rents	4,330,000		4,330,000
Interest	2,750,000		2,750,000
Miscellaneous	<u>3,000,000</u>		<u>3,000,000</u>
Total Revenue	<u>\$64,948,200</u>	<u>\$57,025,080</u>	<u>\$121,973,280</u>
TOTAL SOURCES OF FUNDS	\$69,809,645	\$55,828,397	\$126,203,122
<u>ALLOCATION OF FUNDS</u>			
<u>BUDGETED EXPENDITURES</u>			
Operating Costs	\$37,040,423	\$26,644,386	\$63,684,809
Purchase of Water (Hetch Hetchy)	9,995,285	<u>7,446,715</u>	\$17,442,000
G.O. Bond Debt Service	2,002,148		\$2,002,148
Revenue Bond Debt Service	15,307,843		\$15,307,843
CIP/FM Projects	<u>29,489,000</u>		<u>\$29,489,000</u>
TOTAL BUDGETED EXPENDITURES	\$93,834,699	\$34,091,101	\$127,925,800
<u>NON-BUDGETED EXPENDITURES</u>			
Suburban Depreciation Cost	(6,938,117)	6,938,117	
Suburban Return on Investment Cost	(15,333,134)	15,333,134	
Interest on Suburban Resale Balancing Account	<u>(37,896)</u>	<u>37,896</u>	
Total Non-Budgeted Expenditures	<u>(22,309,147)</u>	<u>22,309,147</u>	
TOTAL ALLOCATION OF FUNDS	\$71,525,552	\$56,400,248	\$127,925,800
Estimated Unappropriated Balance 6/30	(\$2,763,949)	(\$571,851)	(\$3,335,800)*

* The Water Department proposes to cover the projected fund deficit of \$2,770,720 through unspecified spending reductions for 1994-95.

**COMPARATIVE ANNUAL RESIDENTIAL WATER COSTS
BASED ON AVERAGE USAGE OF APPROXIMATELY 245 GALLONS DAILY
1993**

<u>National Comparison</u>		<u>Regional Comparison</u>	
	<u>Annual Cost</u> \$		<u>Annual Cost</u> \$
Detroit, MI	74.40	North Marin WD-Zone A	151.20
Providence, RI	98.80	SFWD-Existing Rate	156.00
Jacksonville, FL	113.40	Alameda County WD	162.24
San Antonio, TX	120.20	North Marin WD-Zone B	163.20
Washington, DC	120.48	SFWD-Proposed Rate	178.80
New York, NY	121.20	East Bay MUD	190.92
Saint Louis, MO	123.60	Livermore	203.00
Milwaukee, WI	129.00	San Jose	226.92
Dallas, TX	139.50	Napa	301.32
Columbus, OH	139.92	Dublin-San Ramon CSD	323.40
Saint Paul, MN	142.80	Marin MWD	349.50
Honolulu, HI	155.40	Contra Costa WD	393.00
SFWD-Existing Rate	156.00		
Philadelphia, PA	168.84		
SFWD-Proposed Rate	178.80		
Indianapolis, IN	181.20		
Newark, NJ	181.56		
Los Angeles, CA	189.60		
Forth Worth, TX	190.20		
San Diego, CA	191.64		
Portland, ME	207.48		
Austin, TX	214.68		
New Orleans, LA	222.60		
Boston, MA	239.09		
Houston, TX	259.80		

Source: San Francisco Water Department

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Item 19 - File 114-94-3

Note: This item was continued by the Budget Committee at its meeting of April 27, 1994.

Department: Department of Public Works (DPW)

Item: Ordinance amending Sections 1509 and 1511 of the San Francisco Municipal Code (Building Code) to revise the criteria for the retrofitting of unreinforced masonry-bearing wall buildings greater than six stories in height.

Description: The Board of Supervisors approved Ordinance 225-92 in 1992 which amended the City's Building Code to include minimum standards for retrofitting unreinforced masonry-bearing wall buildings (UMBs). These minimum standards specified three different procedures that could be used for retrofitting UMBs--the General Procedure, the Special Procedure and the Bolts-Plus Procedure.

According to Mr. Dot Yee, Acting Superintendent for the Bureau of Building Inspection, the General Procedure is the safest, but most expensive procedure for upgrading UMBs. Mr. Yee reports that the other two procedures are less expensive and, as such, result in upgrades that are not as strong as upgrades performed under the General Procedure. Retrofitting of UMBs using the less expensive procedures is currently only allowed under certain conditions, one of which is that the UMB be no more than six stories in height.

An Amendment of the Whole will be introduced at the May 25, 1994 Budget Committee for the proposed ordinance. This Amendment of the Whole would eliminate this six story height condition, thereby permitting the retrofitting of UMBs using either the Special Procedure or Bolts-Plus Procedures, even if the UMB exceeds six stories in height. However, the proposed ordinance would still require the retrofitting of six story UMBs to the higher General Procedure standard, if the UMB is located on poor soil or is a building which is used for public assembly.

Comment: 1. On May 18, 1994, the proposed compromise proposal contained in the Amendment of the Whole was reviewed by the DPW's Bureau of Building Inspection's Code Advisory Committee and recommended to the Director of DPW. This Code Advisory Committee is composed of 13 professional and technical members, appointed by the Director of DPW, in

accordance with Section 216 of the City's Building Code. This Code Advisory Committee is responsible for recommending changes to the Director of DPW regarding the City's Building Code.

2. A March 11, 1994 report to the Chair of the Budget Committee, was prepared by Mr. Robert Bossi, a consulting engineer concerning unreinforced masonry bearing wall buildings greater than six stories in height. This report identifies a total of 20 unreinforced masonry buildings in San Francisco that exceed six stories. According to Mr. Bossi, of these 20 buildings, only 18 buildings would be affected by the proposed legislation, since two buildings have already been retrofitted. Of these 18 buildings, seven buildings would be able to use the lower standard Bolts-Plus Procedure based on their special characteristics (e.g., greater percent of solid masonry walls) and nine buildings would qualify for the next higher standard Special Procedures. Mr. Bossi reports that one building is located on poor soils and one building is used for public assembly, thus requiring these two buildings to continue to meet the highest standard, General Procedures for retrofit.

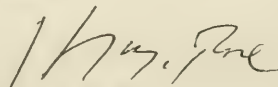
3. According to Mr. Bossi, the current requirement that unreinforced masonry buildings above six stories be retrofitted to the highest General Procedure standard results in an increased cost of an average of approximately 57 percent to the building owners. Furthermore, Mr. Bossi reports that the General Procedure requirement results in significantly greater tenant disruption and relocation, than the Special or Bolts-Plus Procedure.

4. Mr. Hanson Tom of the Department of Public Works reports that the proposed ordinance will not have any additional fiscal impact on the Department.

5. Mr. John Cribbs, the Director of the Department of Public Works reports that he supports the proposed ordinance, as reflected in the Amendment of the Whole.

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Recommendation: Based on the recommendation of the Director of the Department of Public Works (DPW) and the DPW's Bureau of Building Inspection's Code Advisory Committee, approve the proposed Amendment of the Whole.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

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BUDGET ANALYST
RECOMMENDATIONS

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\$63,030 for the 3rd Baptist Residential Treatment Program will not be needed for the balance of this Fiscal Year and Sergeant Ridgeway concurs that this amount can be reduced from the requested funds of \$74,040.

3. Sergeant Ridgeway reports that the neighborhoods surrounding the Thurgood Marshall Center, located on Sutter Street in San Francisco, secured a zoning change preventing the Thurgood Marshall Center from housing prisoners. Sergeant Ridgeway reports that the Thurgood Marshall Center has appealed this decision and then withdrew the appeal. As a result, according to the Sheriff, the Thurgood Marshall Program is being moved from the Sutter Street location in San Francisco to 1123 34th Street in Oakland. The Sheriff reports that the new Oakland location does not conflict with local zoning laws.

4. Since September 1992, the City has been ordered by the Court to pay fines of \$300 per day for every inmate over a Court-imposed population limit of 426 inmates for the sixth floor at the Hall of Justice facility, resulting in the payment of \$2,149,200 in jail overcrowding fines for 7,164 inmate days (average of 895.5 per month) between July 1, 1993 and February 28, 1994.

The Jail Overcrowding Fine Revenue is money generated from the fines paid by the City and County of San Francisco to a Federally assigned escrow account because of jail overcrowding. According to a Federal Court order, these fine monies are to be spent exclusively on alleviating jail overcrowding. The Controller's Office reports that as of February, 1994, there is approximately a balance of \$306,919 in this account.

5. As previously noted, the residential programs are an alternative to housing inmates in the City's jails and in Alameda County's jails. According to the Sheriff's Department, it costs the City \$63 per inmate per day in the City's jails, or more than the \$60 per bed per day at the subject residential program. However, the \$63 per inmate per day cost to the City includes fixed and incremental costs. While the \$63 per inmate per day includes incremental costs that would be reduced if an inmate were housed in a non-City facility such as food, clothing and laundry, the \$63 also includes costs that the City could not reduce if an inmate were housed in a non-City facility, such as facility and staffing costs. Thus, the City would save less than the \$3 per bed per day (depending on the residential treatment program facility) by funding bed days in these

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residential programs compared to funding the same number of bed days in the City's jails.

According to the Sheriff's Department, it costs the City \$68.10 per inmate per day in the Alameda County jail. Therefore, as described in the following table, the City could save a maximum of \$1,507 by funding 31 bed-days in the Thurgood Marshall Residential Treatment Program in Oakland compared to funding the same number of bed days in the Alameda County jail.

	<u>Beds</u>	<u>Cost per Bed per Day</u>	<u>Bed- Days</u>	<u>Total Cost</u>
Alameda County Jail	6	\$68.10	186	\$12,667
Thurgood Marshall Residential Program	6	\$60.00	186	<u>11,160</u>

Savings from use of Thurgood Marshall ***\$1,507***

These savings do not include the savings associated with not paying the \$300 per day per prisoner fine levied against the City for jail overcrowding on the sixth floor at the City's Hall of Justice Jail. The actual reduction in the City's jail overcrowding fines depends on which jail the prisoners entering the residential bed program, would otherwise be housed.

6. The proposed supplemental appropriation would fund these residential bed-days using Jail Overcrowding Fine monies for the remainder of FY 1993-94. The Federal Court must approve expenditures made from these Jail Overcrowding Fine monies. The Court has appointed a Special Master to Courts, Mr. Alan Breed, to make these expenditure authorizations. Mr. Breed has advised the Sheriff's Department that the Jail Overcrowding Fine monies should only be used for new programs to reduce prison overcrowding. The expenditure of these monies should not be used to fund ongoing program costs. Therefore, the General Fund may be required to fund any future funding for these residential programs.

However, Mr. James Harrigan, the Attorney for the Sheriff's Department, advises that while Mr. Breed requests that the Fine revenues not be spent to support ongoing costs, this expenditure restriction is not a Court ruling. Mr. Harrigan reports that if, in the future, the

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REVISED

Item 3 - File 101-93-119

Department: Public Utilities Commission - Municipal Railway

Item: Ordinance appropriating \$2,700,000 to Municipal Railway to other non-personal services (CalTrain payments) and materials and supplies for fiscal year 1993-94.

Source of Funds: General Fund Reserve

Amount: \$2,700,000

Description: The Public Utilities Commission (PUC) has requested \$1.5 million for materials and supplies for the remainder of the fiscal year and \$1.2 million to fully fund MUNI's share of CalTrain operating costs, for a total of \$2.7 million.

Materials and Supplies (\$1.5 million)

The PUC is currently estimating a shortfall of approximately \$1.5 million for the remainder of the current year. Of the \$1.5 million being requested for materials and supplies, approximately \$540,000 represents underbudgeted 1993-94 costs for ordinary materials and supplies, and approximately \$960,000 represents unanticipated new costs for materials and supplies, including (1) parts and equipment for MUNI's new articulated trolley buses, for which no spare parts are currently on hand, (2) new wheels for the City's cable cars, which were refurbished in 1984 but now require preventive maintenance, and (3) gear boxes and other drive train equipment for some of MUNI's diesel buses, due to the premature failure of the existing equipment.

CalTrain Payment (\$1.2 million)

The City and County of San Francisco is responsible for a share of CalTrain operating expenses pursuant to the Peninsula Corridor Joint Powers Agreement. This agreement created a Joint Powers Authority among the City and County of San Francisco, the San Mateo County Transit District, and the Santa Clara County Transit District, to operate the CalTrain commuter train. Under this agreement, the City is responsible to pay 10.2 percent of the CalTrain's operating costs and 33.3 percent of the Joint Powers Authority's administrative costs.

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The PUC reports that the City's 1993-94 contribution for CalTrain operations is expected to be \$2,115,689. MUNI's 1993-94 budget includes only \$947,712 for the City's share of CalTrain's operating and administrative costs, which is \$1,167,977 less than the City's \$2,115,689 required contribution for 1993-94, as reported by the PUC.

Comments:

1. MUNI's total operating budget for materials and supplies is \$16,398,328. Mr. Harold Guetersloh of the Controller's Office reports that, of the \$16,398,328 which was originally budgeted, \$16,382,516 or 99.9 percent had been expended or encumbered as of May 20, 1994, leaving a balance of only \$15,812 for remaining expenses through the end of the fiscal year. However, MUNI anticipates additional expenditures of \$1.5 million for materials and supplies in the current fiscal year, and is requesting the proposed supplemental appropriation to fund these additional costs, as shown below:

Materials and Supplies Budget	\$16,398,328
Amount Expended through May 20, 1994	(\$12,802,924)
Amount Encumbered through May 20, 1994	<u>(3,579,592)</u>
Total 1993-94 expenditures through 5/20/94	<u>(16,382,516)</u>
Balance Available	\$15,812
Projected Costs, May 20-June 30, 1994:	
Articulated trolley parts	\$400,000
Diesel axle housing, gear boxes, and wheels	360,000
Cable car wheels	<u>200,000</u>
Subtotal	960,000
Other materials and supplies*	<u>540,000</u>
Total	<u>1,500,000</u>
Estimated shortfall	(\$1,484,188)
Amount Requested	<u>1,500,000</u>
Budget Analyst's Recommended Reduction	\$15,812

*Consisting of approximately 3,000 different replacement parts for all types of MUNI vehicles.

2. As previously noted, the City's share of CalTrain operating costs in 1993-94 will be \$2,115,689, according to the PUC. According to Ms. Kathleen Kelly of the PUC, MUNI's 1993-94 budget includes \$947,712 for the City's share of CalTrain's operating costs, and the proposed

BOARD OF SUPERVISORS
BUDGET ANALYST

supplemental appropriation of \$1.2 million would be used to fund the remainder of the City's CalTrain contribution. However, the Budget Analyst notes that, based on the City's required 1993-94 contribution of \$2,115,689 as reported by the PUC, additional funds are needed only in the amount of \$1,167,977, rather than \$1.2 million, as shown below:

City's 1993-94 Annual Cost for CalTrain Operations based on JPB invoices	\$2,115,689
Budgeted Amount	<u>(947,712)</u>
Estimated Shortfall	(1,167,977)
Amount Requested	<u>1,200,000</u>
Budget Analyst's Recommended Reduction	\$32,023

Therefore, the supplemental appropriation request for CalTrain operations should be reduced by \$32,023 to reflect the actual amount which is still needed to fund the City's CalTrain contribution, which is projected at \$2,115,689.

Recommendations:

1. Reduce the amount which would be appropriated by the proposed supplemental appropriation ordinance by \$32,023 related to the City's CalTrain contribution, and by \$15,812 related to materials and supplies, for a total reduction of \$47,835, from \$2,700,000 to \$2,652,165 as described in Comments 1 and 2 above.

2. Amend the proposed ordinance to reflect the recommended reduction of \$47,835 as follows:

(a) At page 1, lines 1, 13, 15, 17, and 22, substitute \$2,652,165 in all places where it now reads \$2,700,000.

(b) At page 1, line 24, substitute \$1,167,977 in place of \$1,200,000, to reflect the \$32,023 reduction in funds which would be appropriated for "Payments to Other Governments."

(c) At page 2, line 4, substitute \$1,484,188 where it now reads \$1,500,000 to reflect the \$15,812 reduction in funds which would be appropriated for materials and supplies in the current fiscal year.

Memo to Budget Committee
May 25, 1994

(d) At page 2, line 6, substitute \$2,652,165 in place of \$2,700,000 in both the "debit" and "credit" columns.

3. Approve the proposed ordinance, as amended.

BOARD OF SUPERVISORS
BUDGET ANALYST

REVISED

Item 4 - File 82-93-10.1

Department: Department of Public Works (DPW)
Real Estate Department

Item: Ordinance authorizing quitclaim of the sludge line easement (Parcel B-3) identified as a portion of Assessor's Parcels 4349/4/4A and 5214/1, and adopting findings pursuant to City Planning Code Section 101.1

Amount: \$24,487

Description: The Board of Supervisors previously approved legislation authorizing the City to acquire, on behalf of the DPW, 1) two temporary construction easements - within Assessor's Parcel Nos. 4349/4/4A and 5214/1 and 2) four permanent sewer easements - Assessor's Parcel No. 5214/1/4 (a different site from the above mentioned Assessor Parcel No. 5214/1). All of these parcels are in connection with the construction of the Islais Creek Transport Storage Project (File 82-93-10). The property is owned by the Peninsula Corridor Joint Powers Board which is the governing body of Caltrans and is comprised of San Francisco County, Santa Clara County and San Mateo County transit systems.

The Islais Creek Transport Storage Project, for which the above parcels are used, provides for the construction of underground sewer box facilities to capture, store and transport wet weather overflows, as mandated by the State Regional Water Quality Board. The project site is located within the old Southern Pacific Transportation Company Right-of-Way, between Army and Napoleon Streets.

The total cost of the purchase of the six easements, which comprise 41,622 square feet of space, was \$242,787. Ms. Claudine Venegas of the Real Estate Department reports that as a part of the negotiations with the property owners, for the City's acquisition of the property, the City agreed to quitclaim a 4,452 square foot square portion of City property (Parcel B-3) back to the Peninsula Corridor Joint Powers Board, at a cost of \$24,487. The \$24,487 was deducted from the \$242,787 cost to be paid by the City for the two easements, resulting in a net payment by the City of \$218,300 to the Peninsula Corridor Joint Powers Board, for the two easements.

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BUDGET ANALYST

Memo to Budget Committee
May 25, 1994 Budget Committee Meeting

The proposed ordinance would authorize quitclaiming Parcel B-3 to the Peninsula Corridor Joint Powers Board. As previously noted, the City has already received a credit of \$24,487 for this property. According to the Real Estate Department, this property is not required for use by the City. The purpose of the quitclaim is to return to the owner (Peninsula Corridor Joint Powers Board) a portion of the previously acquired property (Parcel B-3) which the City no longer needs. The subject quitclaim was agreed upon by the City and the Peninsula Corridor Joint Powers Board at the time that the six above-cited easements were acquired (File 82-93-10).

Comments:

1. The Real Estate Department reports that the \$24,487 credit granted to the City by the Peninsula Corridor Joint Powers Board for the proposed quitclaim represents the fair market value for the property.
2. The Department of City Planning has determined that the conveyance of the subject property (Parcel B-3) is in conformity with the Master Plan and is consistent with the Eight Priority Policies of City Planning Code Section 101.1.

Recommendation: Approve the proposed ordinance.

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WEDNESDAY, JUNE 1, 1994 - 1:00 P.M.

LEGISLATIVE CHAMBER
2ND FLOOR, CITY HALL

PRESENT : SUPERVISORS HSIEH, ALIOTO, BIERMAN

ABSENT : SUPERVISOR ALIOTO on Item 5.
SUPERVISOR HSIEH on Items 7, 8 & 10.

CLERK : MARY L. RED

1. File 100-94-1.1. [1994-1995] Hearing to receive the 1994-1995 Budget from the Mayor. (Supervisor Hsieh)

ACTION: Hearing held. Presentation Made. FILED.

2. File 115-93-8. [Public Toilet Advertising] Ordinance amending Planning Code Sections 603, 605 and 608 to permit advertising on public service kiosks associated with public toilets and adopting findings pursuant to City Planning Code Section 101.1. (Supervisors Alioto, Maher)
(Continued from 5/18)

ACTION: Hearing held. Consideration continued to July 27, 1994. (Supervisor Alioto dissenting)

3. File 115-93-8.1. [Automatic Public Toilet Program] Resolution authorizing the Director of Public Works to enter into an agreement with JCDecaux United Street Furniture, Inc., to provide for the placement of automatic public toilets on public property in San Francisco in exchange for the right to place public service kiosks on public property and to sell advertising on said kiosks; companion measure to File 115-93-8. (Supervisors Alioto, Maher, Kennedy) (Continued from 5/18)

ACTION: Hearing held. Consideration continued to July 27, 1994. (Supervisor Alioto dissenting)

4. File 115-93-8.2. [Final Negative Declaration] Resolution adopting final negative declaration, finding and determining that the amendment of Planning Code Sections 603, 605 and 608 to permit advertising on public service kiosks associated with public toilets, will have no significant impact on the environment, and adopting and incorporating findings of the Final Negative Declaration. (Supervisors Alioto, Maher)
(Continued from 5/18)

ACTION: Hearing held. Consideration continued to July 27, 1994. (Supervisor Alioto dissenting)

5. File 168-94-3. [Park and Open Space Fund, 1994-95] Resolution concurring with the general recommendations on the Park and Open Space Fund for fiscal year 1994-95, reserving approval or disapproval on specific acquisitions. (Recreation and Park Department)

ACTION: RECOMMENDED. (Supervisor Alioto absent)

6. File 101-93-117. [Appropriation, DPW] Ordinance appropriating and rescinding \$650,000, Department of Public Works, from various capital projects and the Recreation and Park Special Revenue Fund for the completion of Candlestick Park Capital Project for fiscal year 1993-94; providing for ratification of action previously taken. RO #93306 (Supervisor Alioto)

ACTION: RECOMMENDED. (Supervisor Alioto added as sponsor)

7. File 101-93-120. [Appropriation, Sheriff Department, \$202,500] Ordinance appropriating \$202,500, Sheriff Department of jail overcrowding fine revenue to fund a Pretrial Diversion Program to reduce jail overcrowding for fiscal year 1993-94; placing \$202,500 on reserve. (Supervisor Alioto)

ACTION: RECOMMENDED. (Supervisor Alioto added as sponsor) Supervisor Hsieh absent.

8. File 101-92-23.2. [Reserved Funds, DPH/SFGH] Hearing requesting release of reserved funds, Department of Public Health, San Francisco General Hospital, in the amount of \$1.4 million, to fund construction costs for the Business Office Renovation Project. (Department of Public Health)

ACTION: Release of reserved funds in the amount of \$658,156 approved. (See Budget Analyst report for explanation of amount of funds released). Supervisor Hsieh absent.

9. File 124-94-6.2. [Parking Revenue Fund] Ordinance amending Traffic Code Section 213 relating to the establishment, purpose and use of a Parking Revenue Fund. (Supervisor Hsieh)

ACTION: RECOMMENDED.

10. File 127-94-8. [Transient Occupancy Tax] Ordinance amending Part III, Municipal Code, by amending Section 515 to limit certain fiscal year 1994-95 allocations to the amounts allocated in fiscal year 1993-94. (Supervisor Hsieh)

ACTION: Consideration continued to June 22, 1994. (Supervisor Hsieh absent)

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OF SAN FRANCISCO

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// **BOARD OF SUPERVISORS**

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

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May 27, 1994

TO: // Budget Committee

FROM: // Budget Analyst

SUBJECT: June 1, 1994 Budget Committee Meeting

Item 1 - File 100-94-1.1

1. This item is a hearing to receive the Mayor's Recommended 1994-95 budget for the City and County of San Francisco.

2. The Budget Analyst will be reviewing the Mayor's Recommended budget in detail and will present an analysis of this budget, as well as recommendations, to the Budget Committee for the Budget Committee's previously scheduled hearings to be held during the month of June.

Memo to Budget Committee
June 1, 1994

Items 2, 3 and 4 - Files 115-93-8, 115-93-8.1 and 115-93-8.2

Note: These items were continued by the Budget Committee at its meeting of May 18, 1994.

Department: Departments of Public Works (DPW)

Items: 115-93-8: Ordinance amending the City's Planning Code Sections 603, 605, and 608 to permit advertising on public service kiosks associated with public toilets and adopting findings pursuant to City Planning Code Section 101.1.

115-93-8.1: Resolution authorizing the Director of Public Works to enter into an agreement with J. C. Decaux United Street Furniture, Inc. (J.C. Decaux) to provide for the placement of automatic public toilets on public property in San Francisco in exchange for the right to place public service kiosks on public property and sell advertising on said kiosks.

115-93-8.2: Resolution adopting final negative declaration of the San Francisco City Planning Commission that the proposed placement of automatic public toilets on public property in San Francisco would have no significant impact on the environment.

Description: The DPW is proposing to install freestanding automatic self-cleaning public toilets and general advertising/public service kiosks on sidewalks and public spaces Citywide, concentrated in the downtown area (see Attachment A for proposed locations of toilets and public service kiosks which would be finalized after DPW conducts public hearings). The DPW would initially install approximately 27 toilets and 121 public service kiosks or approximately 4.5 kiosks to every one toilet, with an option to install an additional 23 toilets and an additional 105 kiosks resulting in a total of 50 toilets and 225 kiosks or 4.5 kiosks to every one toilet. All of the public toilets would be handicap accessible. A comparison of the dimensions for the Decaux toilets and kiosks and those specified by one of the other proposals, Gannett Transit Shelter Company (Gannett), is as follows (See Attachment B for an illustration of the proposed facility):

		<u>Decaux*</u>	<u>Gannett</u>
<u>Toilets</u>	Height	9'-10"	9'-6"
	Length	12'-5"	9'-6"***
	Width	7'-1"	7'-6"
<u>Kiosks</u>	Width	5'-53/4"	6'-6"
	Height	14'-4"	15' or 17'-6" (60%)
		17'-7"	19' or 11'6" (40%)
			(on Market St. only)
Quantity		121	135

*Selected by Art Commission

**May not meet Title 24 Accessibility Standards

DPW has selected J.C. Decaux, a French firm which operates approximately 4,000 automatic public toilets in 555 European cities including Paris, London, Brussels, Helsinki, Belfast, Lisbon, Madrid and Amsterdam, to furnish, install, operate, and maintain the automatic public toilets at no cost to the City. In exchange, the City would allow J.C. Decaux to install the 4.5 public service kiosks for every toilet and sell advertising on the kiosks to defray the cost of the toilets. 100 percent of the advertising revenues from these public service kiosks would accrue to J.C. Decaux.

The proposed ordinance (File 115-93-8) would amend the City's Planning Code to permit advertising on cylinder shaped public service kiosks (see Attachment C for an illustration of the kiosks). This amendment would permit two general advertising signs that are not greater than 52 square feet on two sides of the public service kiosk facing the street. The proposed amendment would require that a third section (the City section) of the kiosk be devoted to public services such as a newsstand, a map of the City, public telephone, public artwork, vending machine, displays of public service information or an interactive video terminal. The City section would face the sidewalk. The proposed agreement with J.C. Decaux requires that 65 of the initially proposed 121 kiosks would have newsstands and 25 would display public art. Mr. Vitaly Troyan of the DPW advises that the types of public services to be provided on the remaining 30 kiosks would be decided after the exact locations of the kiosks have been determined. Prior to specifying these locations, the DPW would hold public hearings near each proposed location to receive public input. These public hearings would be held as soon as the proposed resolutions and ordinance are approved.

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The Hearing Officer, (who would be a DPW employee), would determine after the public hearing whether or not the proposed location is appropriate. The locations of the toilets and kiosks would not be subject to the approval of the Board of Supervisors.

The proposed resolution (File 115-93-8.1) would authorize the DPW to enter into a 20 year agreement with J.C. Decaux to provide, operate and maintain the toilets at no cost to the City in exchange for allowing J.C. Decaux to install 4.5 public service kiosks for each toilet installed and to receive 100 percent of the advertising revenues generated from the kiosks. The primary provisions of the proposed contract are as follows:

- J.C. Decaux would provide, operate and maintain 27 self-cleaning toilets at no cost to the City. The City has the option to receive an additional 23 toilets if it desires.
- In return, the City would allow J.C. Decaux to install 4.5 public service kiosks for each toilet installed. The public service kiosks would contain advertising on two sides of its three sides: the third side would be devoted to public services such as newsstands or public art. As previously noted, 65 of the 121 proposed kiosks would contain newsstands and 25 would display public art. The City would not receive any of the advertising revenues since 100 percent of such revenues would be kept by J.C. Decaux. The proposed agreement would be for 20 years, after which the City could either renegotiate the contract or J.C. Decaux would remove the toilets and kiosks at no expense to the City.
- The City would specify where the toilets and kiosks would be placed (see Attachment A for proposed locations). As previously noted, prior to specifying these locations, the DPW would hold public hearings near each proposed location to receive public input.
- Toilets and kiosks would comply with the Americans with Disabilities Act.
- Users of the public toilets would pay a 25 cent fee to use the facilities. The 25 cent fee may increase with inflation. However, the first 5 cent increase cannot occur until the Consumer Price Index has increased by over 25%. Tokens would be available at newsstands and other nearby facilities for disabled or homeless individuals who don't have 25 cents. Contractor will provide a minimum of

10,000 tokens to be distributed through nonprofit agencies to the homeless. Contractor is required to replace lost tokens so that the estimated number in circulation remains at 10,000. According to DPW, this should be sufficient to meet the needs of the homeless. According to Mr. Troyan, token distributors would be required to provide a token to anyone who claims to be disabled or homeless. J.C. Decaux would retain all of the revenue that would be generated by the 25 cent fee. J.C. Decaux estimates that each toilet would be used on average 50 times per day. Thus, each toilet installed would generate approximately \$4,563 annually. Based on the proposed initial 27 toilets, J.C. Decaux would receive approximately \$123,188 annually from the 25 cent per use fee, based on 365 days per year.

- J.C. Decaux would be required to inspect each toilet daily (except Sundays and bank holidays) and would be required to maintain toilets in clean, graffiti-free, safe, first-class condition. The words "clean, graffiti-free, and first-class condition" were specifically inserted to set a higher standard than "fair wear and tear". The contract requires Decaux to keep a maintenance and complaint log and to provide funds for the City to monitor compliance with the contract. As previously noted, the toilets are self-cleaning. There would be no maintenance or inspections of the toilets on Sundays or holidays, except that toilets on Port property will be inspected and maintained on Sundays and holidays.
- J.C. Decaux would provide a \$2 million bond to guarantee that the toilets will be installed within the first 5 years of the contract award. Decaux is to provide an additional \$350,000 Letter of Credit to guarantee contract compliance during years 6 to 20. DPW believes that the \$350,000 is sufficient to guarantee removal of all facilities and restoration of the sidewalk in the event of termination. The City would have the right to terminate the contract for default and use the above bonds to remove the toilets and kiosks and restore the sidewalks. Under the agreement, a default is defined as "not complying with any aspect of the agreement." According to Mr. Troyan, the DPW would consider J.C. Decaux in default of the proposed agreement if it refused to install additional toilets or refused to maintain any of the toilets. Section 1.18 of the proposed agreement between the City and J.C. Decaux requires Decaux to remove all toilets and public service kiosks at the end of the 20-year term and to

restore sidewalks and curbs, with all costs to be borne by Decaux.

- J.C. Decaux would locate its Western United States Office and Training Center in San Francisco.
- J.C. Decaux would pay the City \$25,000 for the first 27 toilets annually and \$500 per toilet for each toilet beyond 27, adjusted each year by the rate of inflation, for the City's costs to administer the program. In addition to the \$25,000 annual payment to the City, which increases with inflation, Decaux will pay a one-time fee of \$340 per toilet and kiosk to defray the City's cost of holding hearings and determining specific locations. According to DPW, the \$25,000 would fully cover the City's costs to administer the program. The \$25,000 was based on 625 hours of a 6266 Street Inspector's time at \$40 per hour for salary, fringe benefits, and Department overhead.

Finally, the proposed resolution (File 115-93-8.2) would adopt the findings of the City Planning Commission that the proposed public toilets and kiosks would have no significant impact on the environment.

Comments:

1. As previously stated, approximately 65 of the initial 121 public service kiosks would contain newsstands and would replace existing sidewalk newsstand structures. According to Mr. Jacob Szeto of the DPW, these existing newsstands are currently operated by the Chronicle and Examiner. Mr. Szeto further states that J.C. Decaux has signed a contract with these two news agencies to use the proposed 65 of the 121 public service kiosks as newsstands. Other newspapers, such as the Independent, are distributed from news racks and not from newsstand structures.
2. The proposed agreement stipulates that there would be no advertising on the public toilets. However, J.C. Decaux would install City maps on the outside of the toilets at no cost to the City.
3. The DPW received three proposals for the proposed public toilet installation in which the City would not be required to pay for the installation, operation and maintenance of the toilets. The third proposal was submitted by a mechanical contractor, Angotti & Reilly, who proposed to build the toilets for the City. This proposal was not selected because of the firm's lack of experience with automatic public toilets. J.C. Decaux was the lowest bidder at 4.5 public service kiosks per toilet compared to Gannett which bid 5 public service kiosks

per toilet. Under the respective proposals, both contractors would keep 100 percent of the advertising revenues and 100 percent of the 25 cent user fee revenues and pay the City the same amount for administrative costs (\$25,000 for the first 27 toilets annually and then \$500 for each additional toilet). However, J.C. Decaux was not selected solely on the basis of its low bid of 4.5 public service kiosks to every one public toilet. Mr. Troyan advises that one of the primary factors in DPW's decision to contract with J.C. Decaux was that Gannett had no previous experience in installing public toilets while J.C. Decaux has installed approximately 4,000 public toilets throughout various cities Europe. The 4,000 public toilets installed in Europe has the same operating mechanisms as those to be installed in San Francisco. However, the size of the public toilets has been increased to assure that they are fully accessible for persons with disabilities.

4. After the DPW selected J.C. Decaux's proposal to install the public toilets, the DPW requested the Mayor's Fiscal Advisory Committee (MFAC) to evaluate the J.C. Decaux proposal for the proposed Public Toilet Program to determine if the proposed exchange of advertising space for the installation and operation of the toilets represents a fair price to the City for the service received. Based on its 20-year analysis of projected capital and operating expenditures of \$48.5 million to install and maintain the 27 toilets and the 121 public service kiosks and the projected advertising and user fee revenues of approximately \$45.3 million, MFAC concluded that it would take J.C. Decaux 23 years to realize a return on its initial capital investment of installing the 27 public toilets and the 121 public service kiosks in the City. The 23 years is three years beyond the contract period of 20 years. The MFAC analysis did not include money which Decaux could have earned by installing revenue generating equipment in the third (public service) side because Decaux will not receive any revenues generated from the public service side.

Thus, the MFAC report concluded that J.C. Decaux underbid the public toilet contract and the City is getting an "excellent deal". The MFAC report further concluded that J.C. Decaux must be taking a long-term/strategic view and decided to use the City's public toilet project as a leverage to enter into the United States market. Since DPW did not select Gannett to install the public toilets, DPW did not request MFAC to evaluate Gannett's proposal.

5. According to Mr. Troyan of the DPW, the DPW did not conduct a capital and operating cost and projected advertising revenues analysis, such as MFAC's analysis, of either J.C. Decaux or Gannett since DPW concluded that on the basis of J.C. Decaux having submitted the low bid and on the basis of J.C. Decaux's prior experience, that J.C. Decaux should be awarded the contract.

6. The proposed automatic self-cleaning public toilets were approved by the Art Commission as to aesthetics, size, appearance, colors and proposed locations. The Department of City Planning completed an environmental review and a review for Master Plan compliance of the proposed public toilets. The Department of City Planning concluded that the proposed automatic public toilets would not have a negative environmental impact and are in compliance with the City's Planning Code Section 101.1.

7. In December of 1993, Gannett submitted a Bid Protest to the Chief Administrative Officer (CAO) relating to the DPW's Request for Proposals and subsequent contractor selection process that resulted in DPW selecting J.C. Decaux to install the proposed 27 public toilets and 121 public service kiosks. The CAO's written reply of 4/26/94 to Gannett's protest included the following statement:

"The City Attorney has found no illegality in the procurement process used to select the tentative contractor, J.C. Decaux, U.S.A. Nor, does my review indicate any steps taken which, while legal, would otherwise cause one to question the seemliness of the procurement thus far. Thus, I can find no reason to order DPW or any other City agency under my jurisdiction to terminate the process.

Gannett's protest involves general allegations regarding deficiencies in the public procurement process used in the selection of the public toilet provider. Gannett fails to define with exactitude the legal requirements governing public procurements against which to assess the City's compliance. All of Gannett's other arguments are undermined by this omission."

Attachment D is a copy of the CAO's entire reply to Gannett's protest.

Gannett's Bid Protest objected to several aspects of the selection process and J.C. Decaux's proposal. However, according to Mr. Szeto of the DPW, Gannett's claims appear

to be ill-founded. For example, Gannett claims that J.C. Decaux did not comply with DPW's RFP in that J.C. Decaux is proposing commercial services on the public service kiosks, such as versateller machines or retail sales of flowers. However, under the proposed agreement, the City does not permit J.C. Decaux to install commercial services besides the previously mentioned newsstands.

8. According to Mr. Troyan, if the proposed resolutions and ordinance are approved on a timely basis, the first toilet should be installed and operating by approximately September, 1994 and the first 27 toilets should be installed by February, 1995.

9. Attachment E is a May 24, 1994, letter from Gannett which indicates that 225 advertising kiosks at a 75-percent occupancy rate, would generate estimated revenues of \$166,580,433 over the 20 year life of the contract. According to Gannett, these financial projections would apply to Gannett as well as to J. C. Decaux.

10. Attachment F is a memo from the DPW commenting on the letter from Gannett dated May 24, 1994. Mr. Troyan of the DPW states that (1) Gannett's proposal would have resulted in 10 percent more advertising kiosks, (2) the proposed contract would not provide Decaux with revenues from interior uses of the kiosks, and (3) if the proposed contract is approved, Gannett will continue to provide bus stop advertising exclusively throughout the City.

11. According to Mr. Troyan, Decaux is proposing to install one free toilet in a location designated by the City for a six month trial period to determine the extent to which providing free public toilets would result in additional maintenance costs and/or increased vandalism.

12. As previously noted, the final locations of the public toilets and the public service kiosks would not be subject to the approval of the Board of Supervisors. However, DPW has pointed out that the DPW process to determine such locations may be appealed to the Board of Permit Appeals.

13. Pursuant to the request of the Budget Committee at its meeting of May 18, 1994, the Budget Analyst has conducted a detailed review of the Mayor's Fiscal Advisory Committee's (MFAC) analysis of the J.C. Decaux proposal. Based on this detailed analysis, the Budget Analyst concludes that the revenues estimated to accrue to J. C. Decaux by MFAC are significantly understated. This conclusion is based on our

independent analysis of the Decaux proposal and independent confirmation by the Budget Analyst of competitive advertising rates in the Bay Area. The size of and shape of the advertising kiosks which are proposed to be installed by J. C. Decaux are different than existing kiosks in San Francisco and would contain advertising signs (with 100 percent of the revenues accruing to Decaux) on two of the three sides of the kiosks. These signs are a different size and shape than most existing outdoor advertising signs utilized in San Francisco.

14. The analysis of MFAC contained various assumptions concerning the costs of constructing and maintaining the public toilets and the kiosks. The Budget Analyst concludes that the cost estimates for construction of maintenance appear reasonable. The estimated hourly rate of \$24 per hour for maintenance employees, for example, appears reasonable compared to the rates of pay for comparable classifications of City employees or other union employees. It is not known, however, if union employees would actually be employed.

15. By contacting several advertisers and advertising companies, the Budget Analyst was able to determine that each of the 52 square foot signs could be marketed at a minimum of \$1,000 monthly instead of the \$650 estimated by MFAC and that the vacancy rate should not exceed 20 percent instead of the 35 percent estimated by MFAC. Based on this new information, the Budget Analyst estimates that, over the 20-year period of the contract, advertising revenues of \$82,864,800 would accrue to J. C. Decaux instead of the \$41,195,000 which had been estimated by MFAC. The Budget Analyst concludes that the MFAC revenue estimate for advertising was understated by \$41,669,800, representing an understatement of over 101 percent. The Budget Analyst's estimate of advertising revenues is included in Attachment G to this report.

The basic differences between the Budget Analyst's estimates and the estimates of MFAC are as follows:

- MFAC's estimates of revenues of \$650 per kiosk side per month were net of approximately 15 percent for sales commissions and an allowance for vacancies. However the computations of revenues in the revenue section of the MFAC analysis also deducted a vacancy factor of 35 percent and also incorrectly included sales commissions at a rate of 15 percent as an expense as well as a revenue deduction. Therefore, MFAC double counted a 15 percent expense for sales

commissions and included two vacancy factors in their computations.

- The vacancy factor was estimated at 35 percent by MFAC which was based on Gannett's experience with the City's transit shelters. However, based on the Budget Analyst's independent analysis of vacancy factors, through discussions with advertising industry officials, the Budget Analyst has determined that a 20 percent vacancy factor is more reasonable for the kiosks, most of which are expected to be located in the downtown area.

- As previously noted, we estimate that revenues of \$82,864,800 would accrue to J. C. Decaux instead of the \$41,195,000 estimated by MFAC. We would, however, increase the estimated cost of sales commissions by \$6,254,000 from \$6,176,000 to \$12,430,000 due to the increase in estimated revenues. The net effect of these changes is that J. C. Decaux would receive an additional \$35,415,800 in revenues than the revenues estimated by MFAC in their analysis, thereby resulting in a net understatement by MFAC in advertising revenues of approximately 86 percent.

16. Based on the additional advertising revenues which the Budget Analyst estimates will accrue to J.C. Decaux, Decaux will realize a return on its investment within 9 to 10 years rather than the 23 years estimated by MFAC.

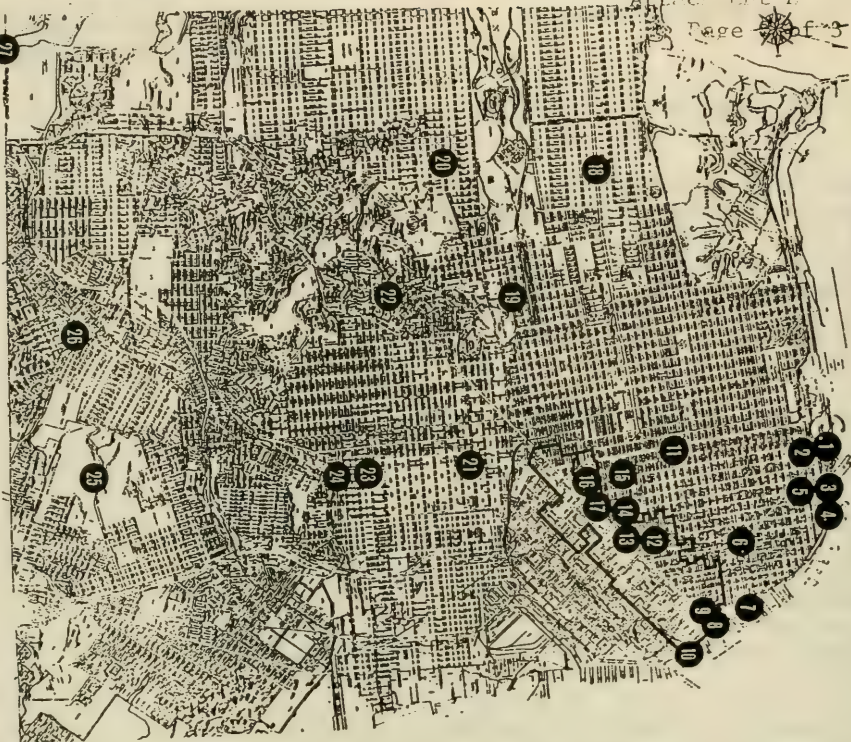
- Recommendations:**
1. Approval of the proposed resolution (File 115-93-8.1) which would authorize DPW to enter into an agreement with J.C. Decaux is a policy matter for the Board of Supervisors.
 2. Approval of the proposed ordinance (File 115-93-8) related to the City Planning Code is a policy matter for the Board of Supervisors.
 3. Approval of the proposed resolution (File 115-93-8.2) regarding the final negative declaration is a policy matter for the Board of Supervisors.



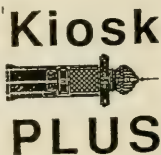
Proposed Locations for Pay Public Toilets

(All Locations subject to Public Hearing)

1. St. Mary's Square
2. Mission and Geneva
3. 6th and Mission
4. Mission and Army
5. Mission and 24th
6. Twin Peaks Overlook
7. Judah and 9th
8. Haight and Masonic
9. Mission and 16th
10. 6th and Clement
11. Civic Center Plaza
12. Market and 7th
13. MaCauley Park (Larkin and O'Farrell)
14. Boedecker Park (Jones and Eddy)
15. Market and Powell
16. Geary and Powell
17. California and Van Ness
18. Grant and Columbus
19. Market and California
20. Pedestrian Promenade, South of the Agriculture Building
21. Justin Herman Plaza
22. Fisherman's Wharf (Near Pier 41)
23. Bay and Taylor
24. Jefferson and Taylor
25. Fisherman's Wharf (Near Hyde Street Pier)
26. Marginal Wharf at Pier 7
27. Beach and Hyde



SAN FRANCISCO STREET FURNITURE PROGRAM



A COMMUNITY SERVICE PROGRAM

Public Open Space

- T-1 Jefferson and Hyde (near Hyde Street Pier)
- T-8 Judah Herman Plaza
- T-14 Boeckler Park (Jones Street and Eddy Street)
- T-15 MacCauley Park (Larkin Street and O'Farrell)
- T-22 Twin Peak Overlook
- T-25 John McLaren Park
- T-27 Lake Merced

Port Authority Jurisdiction

- T-3 Embarcadero and Taylor Street
- T-4 Fisherman's Wharf, near Pier 41
- T-7 Marginal Wharf at Pier 7
- T-10 Pedestrian Promenade, South of the Agriculture Building

Civic Center

- T-16 McAllister and Larkin Street
- Downtown Area**
- T-9 California Street and Market Street
- T-12 Geary Street and Powell Street
- T-13 Market Street and Powell Street
- T-17 Market Street and Seventh

Neighborhood Commercial

- T-2 Beach Street and Hyde Street
- T-5 Bay Street and Taylor Street
- T-6 Columbus and Broadway
- T-11 Van Ness and California
- T-18 Geary Street and Sixth Avenue
- T-19 Haight and Masonic
- T-20 Judah and Ninth Street
- T-21 Mission Street and Sixteenth Street
- T-23 Mission Street and Twentyfourth Street
- T-24 Mission Street and Army Street
- T-26 Mission Street and Geneva Avenue

PUBLIC TOILET

Original Proposed Locations



- Donovan, Office**
- N-1 Market Street and Spear Street
 - N-2 Mission Street and Spear Street
 - N-3 Howard Street and Main Street
 - N-4 Market Street and Spear Street
 - N-5 Market Street and Davis Street
 - N-6 Market Street and Davis Street
 - N-7 Market Street and Davis Street
 - N-8 Market Street and Davis Street
 - N-9 Market Street and Davis Street
 - N-10 Market Street and Davis Street
 - N-11 California Street and Davis Street
 - N-12 California Street and Davis Street
 - N-13 Mission Street and First Street
 - N-14 Mission Street and First Street
 - N-15 Market Street and Battery Street
 - N-16 California Street and Battery Street
 - N-17 Sanome Street and Sanome Street
 - N-18 Pine Street and Sanome Street
 - N-19 Sanome Street and California Street
 - N-20 Market Street and Second Street
 - N-21 Market Street and California, cable car turnable
 - N-22 Market Street and Sutter Street
 - N-23 Market Street and Montgomery Street
 - N-24 Market Street and Post Street
 - N-25 Market Street and Montgomery Street
 - N-26 Montgomery Street and Bush Street
 - N-27 Montgomery Street and Pine Street
 - N-28 California Street and Montgomery Street
 - N-29 Market Street between Post and Kearny Street
 - N-30 Market Street and Third Street
 - N-31 Market Street and Third Street
 - N-32 Market Street and Third Street
 - N-33 Market Street and Third Street
 - N-34 Market Street and Third Street
 - N-35 Market Street and Third Street
 - N-36 Market Street and Third Street
 - N-37 Market Street and Third Street
 - N-38 Market Street and Third Street
 - N-39 Market Street and Third Street
 - N-40 Market Street and Third Street
 - N-41 Market Street and Third Street
 - N-42 Market Street and Third Street
 - N-43 Market Street and Third Street
 - N-44 Market Street and Third Street
 - N-45 Market Street and Third Street
- Donovan, Retail**
- N-34 Geary Street and Kearny Street
 - N-35 Geary Street and Kearny Street
 - N-36 Geary Street and Kearny Street
 - N-37 Geary Street and Kearny Street
 - N-38 Geary Street and Kearny Street
 - N-39 Geary Street and Kearny Street
 - N-40 Geary Street and Kearny Street
 - N-41 Geary Street and Kearny Street
 - N-42 Geary Street and Kearny Street
 - N-43 Geary Street and Kearny Street
 - N-44 Geary Street and Kearny Street
 - N-45 Geary Street and Kearny Street

SAN FRANCISCO STREET FURNITURE PROGRAM



A COMMUNITY SERVICE PROGRAM

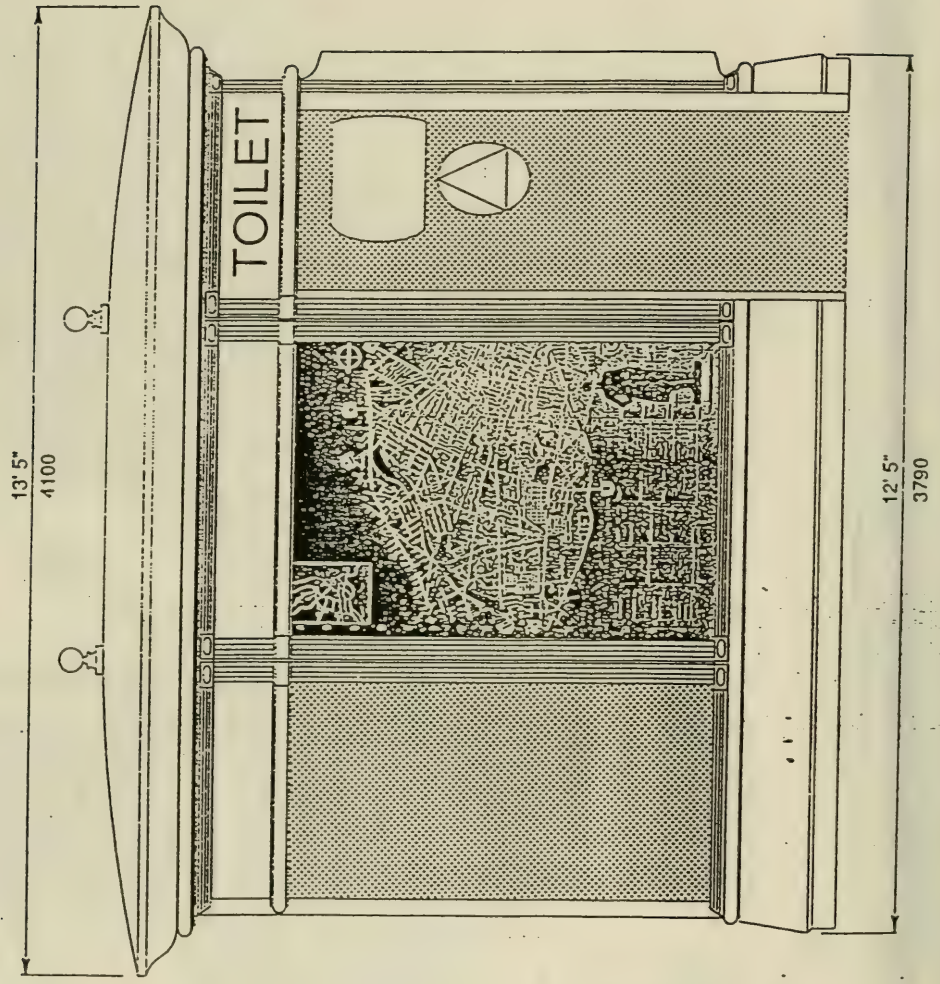
- Yeha Street Center**
- N-33 Market Street and Third Street
 - N-34 Market Street and Third Street
 - N-35 Market Street and Third Street
 - N-36 Market Street and Third Street
 - N-37 Market Street and Third Street
 - N-38 Market Street and Third Street
 - N-39 Market Street and Third Street
 - N-40 Market Street and Third Street
- Donovan, General Counsel**
- N-31 Market Street and Third Street
 - N-32 Market Street and Third Street
 - N-33 Market Street and Third Street
 - N-34 Market Street and Third Street
 - N-35 Market Street and Third Street
 - N-36 Market Street and Third Street
 - N-37 Market Street and Third Street
 - N-38 Market Street and Third Street
 - N-39 Market Street and Third Street
 - N-40 Market Street and Third Street

- City Center**
- N-34 Market Street and Third Street
 - N-35 Market Street and Third Street
 - N-36 Market Street and Third Street
 - N-37 Market Street and Third Street
 - N-38 Market Street and Third Street
 - N-39 Market Street and Third Street
 - N-40 Market Street and Third Street

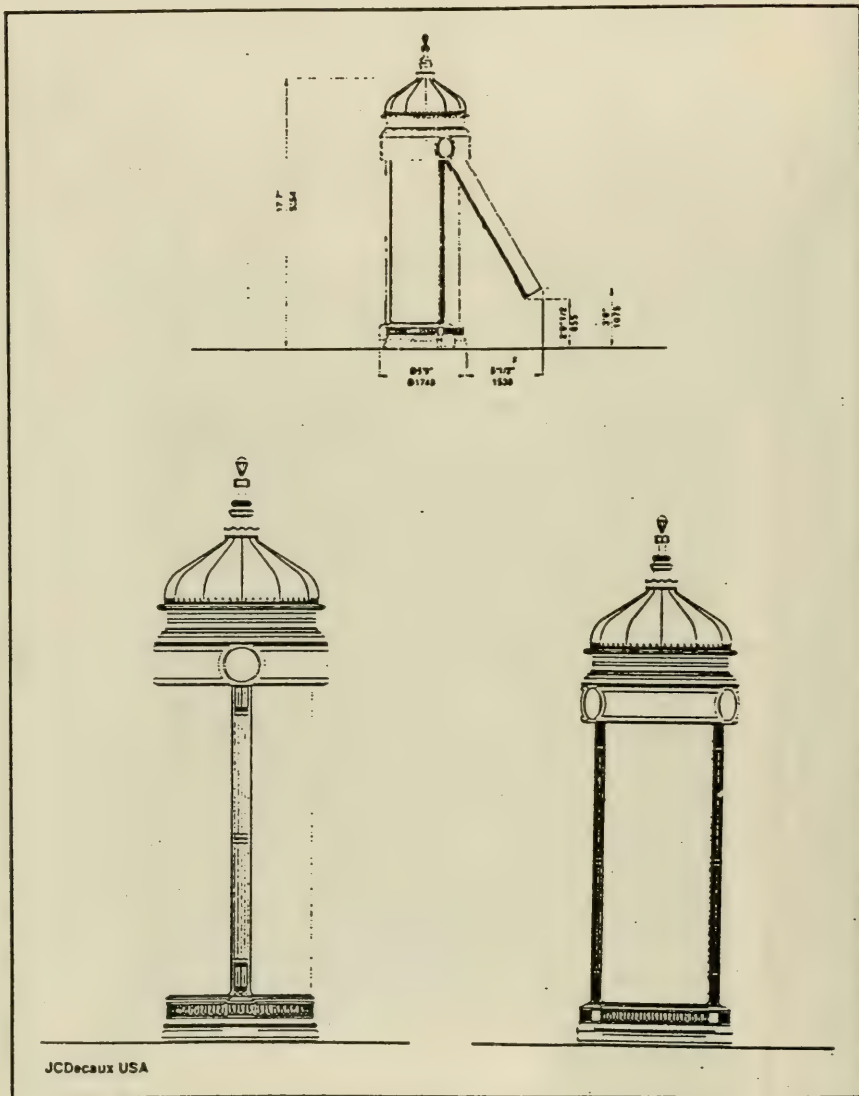
- Midvale and Commercial**
- N-34 Market Street and Third Street
 - N-35 Market Street and Third Street
 - N-36 Market Street and Third Street
 - N-37 Market Street and Third Street
 - N-38 Market Street and Third Street
 - N-39 Market Street and Third Street
 - N-40 Market Street and Third Street

NEWSSTAND KIOSK

Original Proposed Location

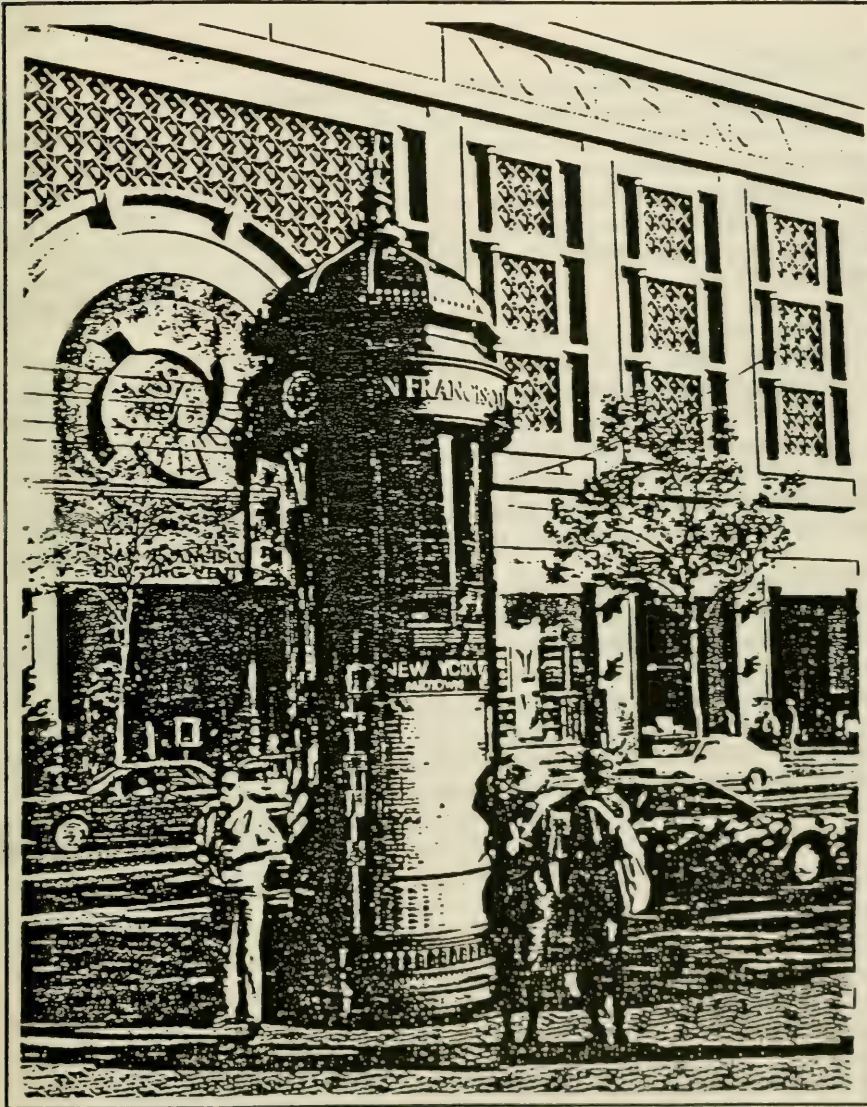






HERITAGE STYLE INFORMATION KIOSK

SAN FRANCISCO STREET FURNITURE PROGRAM



HERITAGE STYLE INFORMATION KIOSK



OFFICE OF

CHIEF ADMINISTRATIVE OFFICER

Attachment D
Page 1 of 2

RUDOLF NOTHENBERG
CHIEF ADMINISTRATIVE OFFICER

289 CITY HALL
SAN FRANCISCO
CALIFORNIA 94102
415/554-4851

April 26, 1994

Mr. Richard E. Winnie
Wendel, Rosen, Black, Dean & Levitan
Attorneys at Law
Clorox Building, Twentieth Floor
Oakland City Center
1221 Broadway
Oakland, CA 94612

RECEIVED
APR 28 1994
CITY ATTORNEY'S OFFICE
SAN FRANCISCO, CA

RE: Automatic Public Toilet Program

Dear Mr. Winnie:

This responds to the protest by Gannett Outdoor of Northern California, as to the City's process for the selecting a contractor to provide automatic public toilets in San Francisco.

The City Attorney has found no illegality in the procurement process used to select the tentative contractor, J.C. Decaux, U.S.A. Nor, does my review indicate any steps taken which, while legal, would otherwise cause one to question the seemliness of the procurement thus far. Thus I can find no reason to order DPW or any other City agency under my jurisdiction to terminate the process.

Gannett's protest involves general allegations regarding deficiencies in the public procurement process used in the selection of the public toilet provider. Gannett fails to define with exactitude the legal requirements governing public procurements against which to assess the City's compliance. All of Gannett's other arguments are undermined by this omission.

San Francisco is a charter city and county. Because the procedures governing procurement of goods and services constitute a municipal affair, the City's Charter and applicable codes, not general law, govern the process by which the City could select a contractor to provide public toilet services. The Charter requires that invitations to bid on a contract be advertised by publication and let to the lowest reliable and responsible bidder under the following circumstances: The contract must be for either, (1) the construction of public works, or; (2) the procurement of materials, supplies and equipment for the City. The contract must also involve the expenditure of more than \$50,000.

Richard E. Winnie
Automatic Public Toilets
April 26, 1994

Page 2

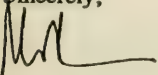
Here, the City is neither purchasing materials, supplies, equipment or construction of a public work, nor expending funds. Rather, the City has sought proposals from interested bidders for a program to provide San Francisco residents and visitors with public toilet services. The toilet facilities will be owned by and maintained by the contractor at no cost to the City. The RFP informed proposers that they would have the option of placing advertising kiosks and other street furniture on City streets in order to fund the toilet program. Nothing in the Charter or other applicable City ordinances mandates competitive bidding for the selection of a provider for such a program.

Though competitive bidding was not required in connection with this contract, the City fashioned a competitive selection process in order to obtain the best public toilet program for the City. I am advised by the City Attorney that in such a process, participating City officials have broad discretion to evaluate the responses to the RFP to determine whether they addressed the City's requirements, as set forth in the RFP. Furthermore, the City Attorney has advised that even in a context where competitive bidding is required, City officials have broad discretion to act wholly for the public good, with consideration for protection of the public welfare.

I believe that City officials who participated in this selection process properly exercised their discretion. I am not aware of any conduct by City officials involved in this process which would be found to be arbitrary or capricious, Gannett's allegations notwithstanding. The question of whether the City is "paying more than it should for what it is receiving or receiving less than it should for what it is paying," as Gannett claims, is a business judgement to be made ultimately by the Board of Supervisors which must approve the contract before the public toilet program can commence. At that time, Gannett may of course raise any issue properly before the City's policy body. In the meantime, I do not intend to administratively halt the process now underway.

If you have any questions or concerns regarding any matters addressed in this correspondence, please do not hesitate to contact me. Thank you for your courtesy and cooperation.

Sincerely,



Rudolf Nothenberg
Chief Administrative Officer

rn:toilet

May 24, 1994

Mr. Harvey Rose
Harvey Rose Corporation
1390 Market Street, Suite 1025
San Francisco, CA 94102

Dear Harvey:

Thank you for the very courteous and fair-minded reception you afforded me during our telephone conversation yesterday.

To follow up on our discussion, I am attaching a spread sheet developed by Gannett Outdoor's Northern California general manager. These financial projections can apply to JCDecaux and the Gannett Company. Please keep in mind however, that in our response to the RFP our bid was approximately 30-percent less square footage than Decaux's. The numbers are very competitive and are based on net dollars in order to give you and the Board of Supervisors a very clear understanding of the bottom line.

If the JCDecaux Company were to operate the full compliment of 225 advertising kiosks at a 75-percent occupancy rate, their estimated revenue over the twenty-year life of the contract could be approximately \$166,580,433. This does not include other revenues from the sales of a myriad of possible uses for the interiors of the kiosks, i.e. newspapers, flower stands, ATM machines, interactive TV, tourists guides, etc. We could not begin to try to estimate the possible revenue from these sources.

The Mayor's Fiscal Advisory Committee based their revenue projections on the rate of shelter poster advertising. That is a complete inaccuracy. 52 square foot, back-lit kiosk posters (against 24 square feet for bus shelters) in downtown San Francisco would command as much as 2.5 to 3 times the rate as citywide bus shelter posters.

The third party contract between JCDecaux and the San Francisco Newspaper Agency is still not available for public scrutiny.



GANNETT TRANSIT SHELTER COMPANY OF SAN FRANCISCO
811 FOLSOM STREET — SAN FRANCISCO, CA 94107 — (415) 882-4949

Harvey Rose
May 24, 1994
Page 2

I would also wish to point out that our intent was to go slow; test the toilets before embarking on a major expansion and to place the kiosks citywide, not just in the downtown area so as to have a softer, more environmentally-sensitive distribution. Two of the kiosks in our ratio to toilets would have been the smaller model now in place on Market street and the third side would have been dedicated to public service messages just as our kiosks on Market Street are used solely for the City's Art in Transit Program which we assist in financially supporting. Last year Gannett's contribution was \$146,000. In the proposed APT contract, the JCDecaux contribution to the San Francisco Arts Commission is \$3,000 per year.

Since we were not selected and did not reach the negotiating stage, I cannot say what other benefits, financial or otherwise we would have been willing to offer the City. but I can say however, that our current public/private partnership with the City provides the City with close to \$500,000 in cash from fees and revenue from the public phones in the shelters. We also provide 350 non-revenue producing, non-advertising shelters which cost approximately \$3.5 million to construct and install and which cost over \$300,000 per year to maintain. These cash and inkind contributions approach \$1 million per year. Additionally, our public service contributions, including campaigns for the Muni, DPW, PUC, Parking Authority, CAO's office and City-based non-profits total over \$1 million per year in donated space.

With regards to the impact on the Gannett/Muni transit shelter program, the proposed contract is designed to grant JCDecaux exclusive advertising rights on San Francisco's streets. To accomplish this goal, the proposed contract would stop further expansion of Muni's transit shelter program and prevent extension of the current transit shelter contract.

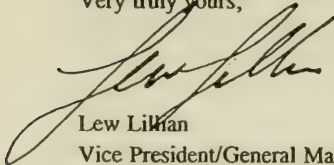
- Section 1.08(A) grants Decaux exclusive advertising rights, except for those rights which have already been granted to Gannett under the existing transit shelter contract.

Harvey Rose
May 24, 1994
Page 3

- Section 1.08(B) would immediately preclude the City from allowing the installation of any further advertising of the size used by the transit shelter program (a) anywhere in the Downtown or (b) within 300 feet of a Decaux kiosk.
- DPW's proposed encroachment permit standards (Appendix G of the contract) gives Decaux's kiosks preferential treatment. A Decaux kiosk may be placed up to 60 feet from a Gannett kiosk, but a Gannett kiosk may not either be within 300 feet of and may not obscure a Decaux kiosk.
- Sections 1.08(C) and 1.08(D) are designed to prevent the existing transit shelter contract from being extended beyond its current term.
- Section 1.08(E) would preclude the Port from authorizing further free-standing advertising on its property, other than that provided by Decaux.

I would most respectfully request that you consider this letter, the attached estimated financial projections and the very severe restrictions that would be placed on a successful, community-minded transit shelter program.

Very truly yours,



Lew Lilian
Vice President/General Manager
Gannett Transit Shelters of San Francisco

LL/gcb

attachments

REVENUE GROWTH OVER 20 YEAR PERIOD (4% ANNUAL GROWTH RATE)
WITH VARIABLE OCCUPANCY RATES AND RATE PER PANEL
ALL RATES ARE NET AFTER AGENCY COMMISSION REMOVED

# OF FACES	OCCUPANCY	4 WK RATE	20 YR FORECAST	4 WK RATE	20 YR FORECAST	4 WK RATE	20 YR FORECAST
200	65%	\$850	\$42,776,210	\$1,020	\$51,331,452	\$1,275	\$64,164,315
200	70%	\$850	\$46,066,688	\$1,020	\$55,280,025	\$1,275	\$69,100,031
200	75%	\$850	\$49,357,165	\$1,020	\$59,228,598	\$1,275	\$74,035,748
250	65%	\$850	\$53,470,262	\$1,020	\$64,164,315	\$1,275	\$80,205,394
250	70%	\$850	\$57,583,359	\$1,020	\$69,100,031	\$1,275	\$86,375,039
250	75%	\$850	\$61,696,457	\$1,020	\$74,035,748	\$1,275	\$92,544,685
300	65%	\$850	\$64,164,315	\$1,020	\$76,997,178	\$1,275	\$96,246,472
300	70%	\$850	\$69,100,031	\$1,020	\$82,920,038	\$1,275	\$103,650,047
300	75%	\$850	\$74,035,748	\$1,020	\$88,842,897	\$1,275	\$111,053,622
350	65%	\$850	\$74,858,367	\$1,020	\$89,830,041	\$1,275	\$112,287,551
350	70%	\$850	\$80,616,703	\$1,020	\$96,740,044	\$1,275	\$120,925,055
350	75%	\$850	\$86,375,039	\$1,020	\$103,650,047	\$1,275	\$129,562,559
400	65%	\$850	\$85,552,420	\$1,020	\$102,662,904	\$1,275	\$128,328,630
400	70%	\$850	\$92,133,375	\$1,020	\$110,560,050	\$1,275	\$138,200,063
400	75%	\$850	\$98,714,330	\$1,020	\$118,457,197	\$1,275	\$148,071,496
450	65%	\$850	\$96,246,472	\$1,020	\$115,495,767	\$1,275	\$144,369,708
450	70%	\$850	\$103,650,047	\$1,020	\$124,380,056	\$1,275	\$155,475,071
450	75%	\$850	\$111,053,622	\$1,020	\$133,264,346	\$1,275	\$166,580,433



Attachment F

May 26, 1994

Public Toilets Program

Mr. Harvey Rose
Budget Analyst
1390 Market Street, Suite 1025
San Francisco, CA 94102

Dear Mr. Rosa:

This is in response to your request for our comments on Gannett's Transit Shelter Company's letter of May 24, 1994. In that letter Gannett alleges:

1. J. C DeCaux, the vendor selected by the City through the RFP process, will make too much money under the contract.
2. J. C DeCaux will receive additional revenue from "a myriad of proposed uses on the interior of the kiosk."
3. J. C. DeCaux contract would stop further expansion of the Muni transit shelter program.

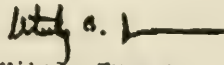
My comments are as follows:

1. The J. C. DeCaux contract was reviewed by the Mayor's Fiscal Advisory Committee. Their analysis stated "the proposal would offer significant financial as well as other public service benefits to the City. It should be noted that Gannett's proposal, which was not selected, asked for 10% more advertising kiosks.
2. The proposed contract provides no revenue to J. C. DeCaux from interior uses of the kiosks. If the City chooses to use kiosks for interactive media, vending, etc. all revenue from such uses would go to the City.
3. If the proposed contract is approved, Gannett will continue to have a monopoly on bus stop shelter advertising throughout the entire City along with existing kiosks on Market Street. DeCaux will have the exclusive right to advertise on kiosks only in the downtown area in order to generate revenues to pay for the public toilet program.

May 26, 1994
Mr. Harvey Rose
Page 2

If you have further questions about this matter, please contact me at 558-6515.

Respectfully,

A handwritten signature in black ink, appearing to read "Vitaly A. Troyan", followed by a horizontal line.

Vitaly Troyan
Deputy Director
Public Service

VT:mh:hrosevt.ltr

Budget Analyst's Estimate of Contractor's Advertising Revenues Based on J. C. Decauw's Proposal

<u>Number of Kiosks</u>	<u>Number of Kiosk Signs*</u>	<u>Rate Per Kiosk Sign</u>	<u>Number of Months</u>	<u>Gross Revenue**</u>	<u>Less Vacancy*** Factor @ 20%</u>	<u>Net Monthly Revenue</u>	<u>Cumulative Revenue</u>
80	160	\$1,000	12	\$1,920,000	\$288,000	\$1,632,000	\$1,632,000
120	240	\$1,000	12	\$2,880,000	\$432,000	\$2,448,000	\$4,080,000
144	288	\$1,000	12	\$3,456,000	\$518,400	\$2,937,600	\$7,017,600
167	334	\$1,000	12	\$4,008,000	\$601,200	\$3,406,800	\$10,424,400
189	378	\$1,000	12	\$4,536,000	\$680,400	\$3,855,600	\$14,280,000
212	424	\$1,000	12	\$5,088,000	\$763,200	\$4,324,800	\$18,604,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$23,194,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$27,784,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$32,374,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$36,964,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$41,554,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$46,144,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$50,734,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$55,324,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$59,914,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$64,504,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$69,094,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$73,684,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$78,274,800
225	450	\$1,000	12	\$5,400,000	\$810,000	\$4,590,000	\$82,864,800

*Kiosk signs reserved for public service/information uses are excluded.

**These estimates are gross advertising revenues, without deduction of sales commissions.

***This vacancy factor includes space not sold and space given to advertisers free in lieu of discounts.

Memo to Budget Committee
June 1, 1994 Meeting of Budget Committee

Item 5 - File 168-94-3

Department: Recreation and Park Department

Item: Resolution concurring with the general recommendations on the Park and Open Space Fund for Fiscal Year 1994-95, reserving approval or disapproval on specific acquisitions.

Description: A Park and Open Space Program, supported by the Open Space Fund, was first established in 1973 under the provisions of Section 6.413 of the City's Charter. Section 6.413 imposed an annual tax of 2.5 cents per hundred dollars of assessed property valuation, to be set aside for the Open Space Fund for a period of 15 years. Fiscal year 1989-90 constituted the 15th and last year of this program, which began in 1974. However, in November of 1988, San Francisco voters approved Proposition E, which extended the Open Space Acquisition and Park Renovation Fund an additional 15 years, from July 1, 1990 through June 30, 2005. Monies for the Open Space Fund come from the 2.5 cent property tax.

According to Section 6.413 of the Charter, not more than 40 percent of the Fund in any year can be used for maintenance of previously acquired properties. The remaining money (60 percent of the total Open Space Fund) in the Fund must be allocated as follows: (1) at least 40 percent for acquiring and developing property; (2) at least 15 percent for renovation; (3) not more than 25 percent for maintaining property and recreational facilities acquired after FY 1990-91, for programs other than the After-School Recreation programs, and for administration; and (4) at least 20 percent for After School Recreation programs.

The Park and Open Space Program is administered by the Recreation and Park Department (RPD), with input from the Park and Open Space Citizens Advisory Committee. The General Manager of the RPD prepares an expenditure plan for annual allocation of the Open Space Fund on the basis of recommendations from the Park and Open Space Citizens Advisory Committee. The General Manager's Report containing this expenditure plan is then submitted to the Recreation and Park Commission and the City Planning Commission. The proposed resolution would indicate the concurrence of the Board of Supervisors with the joint recommendations of these Commissions (dated April 28, 1994) to adopt the expenditure plan contained in the General Manager's Report.

Mr. Phil Arnold of the RPD advises that the Park and Open Space Program attempts to preserve a balance in the carry forward funds to maintain program levels in years when property tax revenues decline. Mr. Arnold states that the \$16 million program budget for FY 1994-95 is based on a conservative estimate of projected FY 1994-95 Open Space Fund property tax revenues (\$15.6 million) plus utilization of approximately 28 percent (400,000) of the projected prior year balance in carry forward funds of \$1.4 million.

The Recreation and Park Department's proposed FY 1994-95 budget includes the following expenditures from the Open Space Fund (see attachment for budget details):

	<u>Amount</u>	<u>Percent of Total Fund</u>	<u>Percentage of Remainder of Fund</u>
Total Park and Open Space Fund	\$16,000,000	100.0%	
Maintenance of Previously Acquired and Developed Properties	<u>6,400,000</u>	40.0	
Remainder of Fund	<u>9,600,000</u>	60.0	
Acquisition and Development of Property	5,085,000	31.8	53.0%
Renovation	1,657,000	10.3	17.2
Administration	938,000	5.9	9.8
After School Program	<u>1,920,000</u>	<u>12.0</u>	<u>20.0</u>
Allocation of 1994-95 non-Maintenance Budget	<u>\$9,600,000</u>	<u>60.0</u>	<u>100.0</u>

Comments:

1. As noted above, based on information outlined in the spending plan for the total Program Budget of \$16,000,000, the percentage of the Fund proceeds to be expended for each category of expenditures is in conformance with the requirements of the Charter provisions of Section 6.413. Mr. Arnold advises that the allocation of 17.2 percent of FY 1994-95 non-maintenance funds for renovation, which exceeds the minimum 15 percent Charter requirement, will make up for a shortfall in this category during FY 1993-94. Charter Section 6.413(c)6 allows a renovation allocation of less than 15 percent in any given year (as happened in FY 1993-94), as

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long as a five-year average results in at least a 15 percent allocation to that category.

2. The proposed resolution provides that the Board of Supervisors concurs with the joint recommendations of the Recreation and Park Commission and the City Planning Commission concerning proposed 1994-95 Open Space expenditures, with the reservation that the Board of Supervisors may approve or disapprove any specific acquisitions for which funding might be provided in the 1994-95 Open Space budget.

Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

A. AFTER SCHOOL PROGRAM - \$ 1,920,000 (12 %)

After School programs have been established at the following schools:

Alamo, Alvarado, Aptos, Argonne, Luther Burbank, Cesar Chavez, Commodore Stockton, Francis Drake, Francisco, Guadalupe, Bret Harte, Hillcrest, Jefferson, Lafayette, Lawton, Lincoln, Horace Mann, Marshall, Monroe, George Peabody, Redding, Revere, Roosevelt, Junipero Serra, Spring Valley, Starr King, Visitation Valley

B. ACQUISITION AND DEVELOPMENT - \$ 5,085,000 (32%)

1.	Athletic Fields, acquisition	\$ 167,400
2.	Bonview Lots, acquisition	\$ 305,000
3.	Brewster/Franconia acquisition (for community garden)	\$ 50,000
4.	Brooks Park Lease, acquisition	\$ 550,000
5.	Chinatown Park, development	750,000
6.	Community Gardens, development	\$ 50,000
7.	Japan Peace Plaza, site corrections per acquisition agreement	\$ 50,000
8.	Lessing/Sears Lot, acquisition	\$ 50,000
9.	Mullen/Peralta Lots, acquisition	\$ 280,000
10.	Regional Trails, development	\$ 30,000
11.	Richmond Recreation Center, development	\$ 850,000
12.	Saint Mary's Square Rooftop, development	\$ 200,000
13.	Significant Natural Areas, acquisition*	\$ 500,000
14.	South of Market Park, acquisition and development*	\$ 400,000
15.	Tenderloin Preschool Playground, acquisition and development*	\$ 400,000
16.	Transportation Program, to Randall Museum	\$ 32,600
	16-a. Transportation Program, high need areas	\$ 120,000
17.	Urban Forestry Program, city-wide	\$ 275,000
18.	Visitation Valley Gym*	\$ 25,000

ACQUISITION/DEVELOPMENT TOTAL \$5,085,000

* Banking funds for eventual acquisition/development



*San Francisco Park and Open Space Program 1994-1995
Location Map - Proposed Acquisition and Development Sites*

- | | | | |
|-----|---------------------------|-----|------------------------------|
| 1. | Bonview Lots | 8. | Richmond Recreation Center |
| 2. | Brewster Franconia | 9. | Saint Mary's Square Rooftop |
| 3a. | Brooks Park Lease - SFUSD | 10. | Significant Natural Areas |
| 3b. | Brooks Park - Purchase | A. | Bayview Hill Phase I, II |
| 4. | Chinatown Park | B. | O'Shaughnessy Hollow |
| 5. | Japan Peace Plaza | C. | Hawk Hill |
| 6. | Lessing / Sears Lot | 11. | South of Market Park site |
| 7. | Mullen Peralta Lots | 12. | Tenderloin (Alternate Sites) |

C. RENOVATION - \$ 1,657,000 (10%)

1. Athletic Field rehabilitation, city-wide	\$ 200,000
2. Bernal Heights Playground, play area renovation	\$ 150,000
3. Bleachers, renovation city-wide	\$ 35,000
4. Eureka Valley Clubhouse renovation (design)	\$ 30,000
5. Hazardous Materials Abatement, city-wide	\$ 75,000
6. Irrigation renovation, various facilities	\$ 75,000
7. Jackson Playground Play Area renovation (design)	\$ 50,000
8. King Pool Roof renovation/replacement	\$ 372,000
9. McKinley Square play area renovation	\$ 100,000
10. Mission Playground Play Area renovation (design)	\$ 25,000
11. Mountain Lake Park landscape and shoreline renovation	\$ 30,000
12. Natural Areas Management Plan implementation	\$ 100,000
13. Precita Park (West End) renovation	\$ 50,000
14. Randall Museum Masterplan implementation	\$ 50,000
15. Rolph Nicol Minipark renovation	\$ 40,000
16. Security Lighting renovation, city-wide	\$ 30,000
17. Silver Terrace Bleachers renovation	\$ 50,000
18. Stern Grove Benches renovation/replacement	\$ 30,000
19. Stern Grove Erosion Control	\$ 15,000
20. 10th Avenue & Fulton Play Area renovation	\$ 150,000

RENOVATION TOTAL \$1,657,000

D. MAINTENANCE OF PREVIOUSLY ACQUIRED OPEN SPACE \$6,400,000 (40%)

Personal Services

Permanent Salaries	\$4,643,896
Holiday Pay	9,569
Premium Pay	5,225
Temporary Salaries	131,405

Subtotal Personal Services \$4,790,095

Mandatory Fringes \$ 986,971

Non-Personal Services

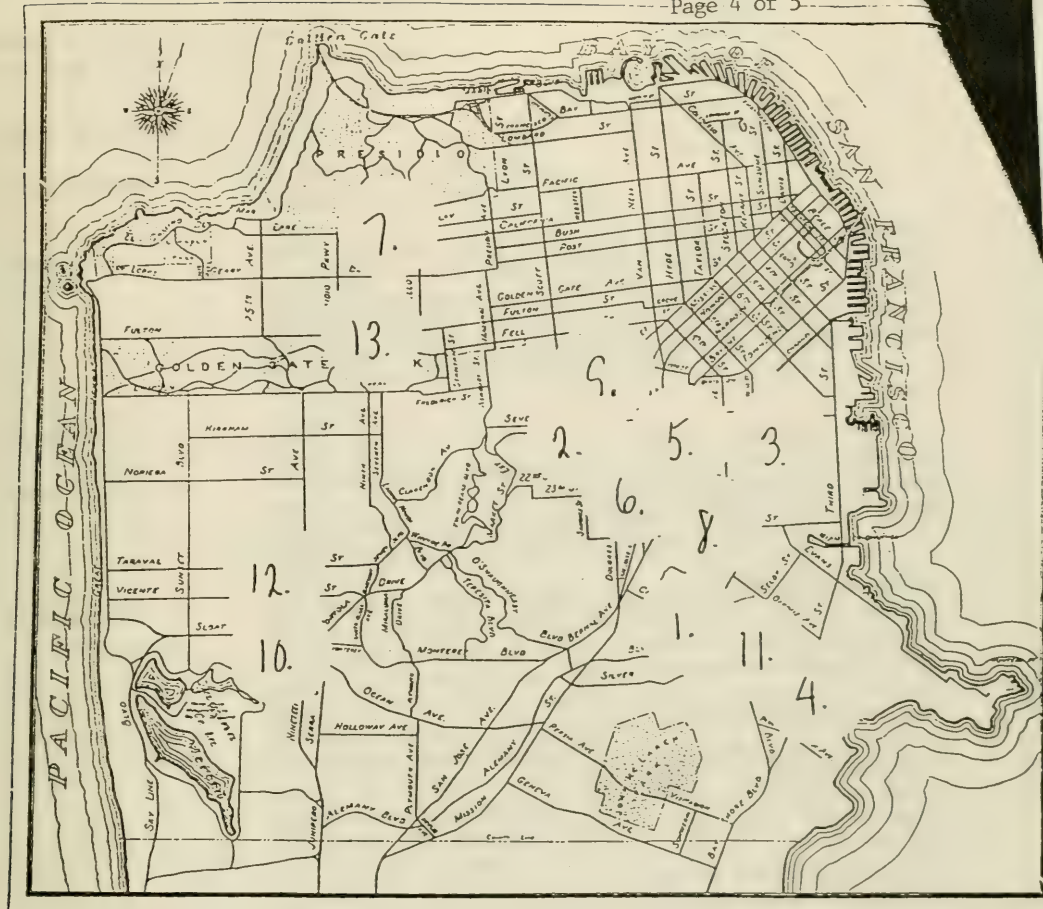
Use of Employee Car	\$ 2,500
Other Contractual Services	153,594
Telephone	9,200
Material and Supplies	152,040

Subtotal Non-Personal Services \$ 317,334

Equipment Purchase \$ 120,600

Worker's Compensation \$ 165,000

MAINTENANCE TOTAL \$6,380,000



RENOVATION PROJECTS

- | | |
|-------------------------------------|-------------------------------|
| 1. Bernal Hgts. Playground | 7. Mountain Lake Park |
| 2. Eureka Valley Clubhouse | 8. Precita Park |
| 3. Jackson Playground | 9. Randall Museum |
| 4. King Pool | 10. Rolph Nicol Minipark |
| 5. McKinley Square | 11. Silver Terrace Playground |
| 6. Mission Playground | 12. Stern Grove |
| 13. 10th Avenue & Fulton Playground | |

E. PLANNING AND PROGRAM ADMINISTRATION - \$938,000 (6%)

001 SALARIES		
1446 Secretary II	37,479	
1652 Senior Accountant	44,527	
1842 Management Assistant	44,970	
3135 Neighborhood Services Director	50,292	
5280 Planner III	55,724	
		\$232,992
012 HOLIDAY PAY	600	\$ 600
060 MANDATORY FRINGES		
1446 Secretary II	9,386	
1652 Senior Accountant	9,568	
1842 Management Assistant	10,759	
3135 Neighborhood Services Director	12,613	
5280 Planner III	12,460	
		\$ 54,789
092 CITY OVERHEAD	252,059	\$252,059
109 CONTRACTUAL SERVICES		
Environmental Consultant	25,000	
Golden Gate Park Masterplan	50,000	
Careers Abound	25,000	
Translation	4,000	
Misc. (Bus Rental, Printing)	12,000	
		\$116,000
111 AUTO MILEAGE	500	\$ 500
123 TELEPHONE	6,070	\$ 6,070
130 MATERIALS/SUPPLIES		
Volunteer Program	4,000	
Other	3,500	
		\$ 7,500
EQUIPMENT		
PC Units	5,000	\$ 5,000
303 REAL ESTATE	100,000	\$100,000
389 SERVICES OF OTHER DEPARTMENTS		
General (permits etc.)	22,500	
Work Order, O/S Element Update	40,000	
		\$ 62,500
CITY ATTORNEY	100,000	\$100,000
PLANNING AND PROGRAM ADMINISTRATION TOTAL		\$938,000

Item 6 - File 101-93-117

Departments: Department of Public Works
Recreation and Park Department

Item: Ordinance appropriating and rescinding \$650,000 to the Department of Public Works (DPW), from various previously appropriated capital projects and the Recreation and Park Special Revenue Fund for the completion of Candlestick Park Capital Project for FY 1993-94; providing for ratification of action previously taken.

Amount: \$650,000

Source of Funds: Reappropriation of Capital Improvement Project balances from surplus funds in previously appropriated capital projects and the Recreation and Park Special Revenue Fund. (See details below in Description.)

Description: The current phase of the Candlestick Park Renovation Project involves increasing the stadium's seating capacity for football by 1,600 to 70,100 (from the former capacity of 68,500), addition of field level boxes and right-center field bleachers for baseball, resulting in the addition of 710 seats to increase baseball seating capacity from 67,084 to 67,794, relocation of baseball dugouts, and various improvements to access for compliance with the Americans with Disabilities Act (ADA). The DPW originally estimated that the cost of this phase of the project would be \$4,538,451. This amount was funded through a combination of the \$1,838,500 unexpended balance in the 1993-94 Candlestick Fund Capital Project Appropriation, prepayment of FY 1994-95 stadium rent by both the San Francisco Giants and the San Francisco Forty Niners (\$1,100,000 million each, for a total of \$2,200,000), and a contribution of \$500,000 in General Fund ADA Disability Access Funds administered by the Chief Administrative Officer.

According to Mr. Robert Badgley of the DPW, a combination of unanticipated ADA compliance work, and work resulting from unforeseen site conditions and oversights in the construction plans, has increased the projected project cost by \$2,593,300, for a projected total cost of \$7,131,751. The following table summarizes the original budget, the revised budget, and the projected funding shortfall.

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<u>Project Category</u>	<u>Original Budget</u>	<u>Revised Budget</u>	<u>Cost Increase Over Original Budget</u>
Football seating	\$2,078,125	\$2,224,800	\$146,675
Baseball Seating/ Dugouts	767,823	1,905,039	1,137,216
ADA Compliance	946,503	1,416,503	470,000
Design	165,000	285,000	120,000
Contingency	356,000	356,000	0
Fees & Const'n Mgmt.	225,000	275,000	50,000
Asbestos Removal	0	25,000	25,000
Bathroom Changes	0	481,989	481,989
Other Corrections	0	162,420	162,420
Total	\$4,538,451	\$7,131,751	\$2,593,300

Mr. Robert Carlson of the DPW advises that \$1,102,896 of the \$2,593,300 cost increase will be made up from various surplus funding sources that have already been appropriated for use in this type of project, as detailed below.

Sources of Surplus Funds Already Available for Paying
Cost Increase

DPW Sewer Service Charge	
Repair and Replacement	\$300,000
General Fund ADA Disability	
Access Funds	250,000
Prior Appropriations for	
Candlestick Improvement Project	206,000
RPD Special Revenue Fund	200,000
DPW ADA Project	100,000
DPW Asbestos Project	25,000
RPD Golf Storage Facilities Project	21,896
Total Existing Appropriation Sources for Shortfall	\$1,102,896

The surplus funds listed above will be used to bring the project deficit of \$2,593,300 down to \$1,490,404 (\$2,593,300 less \$1,102,896). The proposed ordinance would provide another \$650,000, which would still result in a remaining projected deficit of \$840,404 (\$1,490,404 less \$650,000). Since Mr. Badgley states that the remaining deficit of \$840,404 will be reduced or eliminated as the DPW negotiates with the contractor, the Nibbi-Tom Construction Company, the DPW does not believe that an additional supplemental appropriation request will be required.

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The proposed supplemental appropriation would be expended as follows:

Fire Exit Stairs must be made wider than planned to meet the Fire Code and enable use of the new football seats.

Nibbi-Tom Construction cost estimate: \$350,000

Signage for Disabled & Accessible Ticket Booth were mistakenly omitted from the original contract.

Nibbi-Tom Construction cost estimate: 120,000

Additional Design Cost would compensate architect for work done beyond original contract. The architect, Thornton & Associates, has billed the DPW for additional costs in excess of \$300,000. The DPW contends that the architect has made some design errors, but have determined that a limited additional payment is justified.

Thornton & Associates payment amount: 120,000

Additional Bathroom Work in Baseball Dugouts that was not anticipated in the original contract.

Nibbi-Tom Construction cost estimate: 60,000

TOTAL THIS SUPPLEMENTAL APPROPRIATION: \$650,000

The sources of the proposed funding would be the residual balance of various capital projects and the Recreation and Park Special Revenue Fund, as follows:

Sources of Funds for this Supplemental Appropriation

General Fund Unappropriated Revenue Reserved

General Reserve (City Hall Skylights A)	\$154,307	
Capital Outlay Reserve (Skylights B)	171,543	
DSS Homeless Shelter - 525 5th Street	13,755	
DSS Homeless Shelter - Polk	56,327	
City Hall Roof Skylight	<u>69,012</u>	
Total		\$464,944

General Fund - Project, DPW Architecture

Northern Police Station Potrero	1,937	
County Clerk Floor Covering	65,284	
Acoustical Ceiling - Rm. 317 City Hall	61,831	
City Hall Basement Fitness Program	<u>14,617</u>	
Total		143,669

Special Recreation and Park Revenue Fund

Unreserved Fund Balance	<u>41,387</u>	
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Total Sources of Funds for Supplemental Appropriation \$650,000

According to Mr. Steve Nelson of the Office of the Chief Administrative Officer (CAO), the funds that would be rescinded from the above projects are surplus funds that are no longer needed for the original projects.

Comments:

1. As noted above, the additional funding requested in this proposed ordinance would support fire exit stairs, signage and a ticket booth for the disabled, and additional bathroom work in the baseball dugouts to be completed by the existing contractor, Nibbi-Tom Construction Company. The Nibbi-Tom Construction Company was selected on the basis of a competitive bidding process. The Nibbi-Tom Construction Company is not an MBE or WBE firm but has subcontracted 20 percent of the work to MBE firms and 3 percent to WBE firms. The additional design cost has been incurred by the existing architect, Thornton & Associates, which was also selected on the basis of a competitive bidding process. Thornton & Associates is not an MBE or WBE firm but has subcontracted 35 percent of the work to MBE firms and 25 percent to WBE firms.

2. The Capital Improvement Advisory Committee (CIAC) recommends approval of the proposed ordinance, and identified the surplus capital projects funding this project.

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3. Mr. Badgley states that the fire exit stairs must be completed in time for the football season, which starts in mid-August, so that the 1,600 new seats for football can be used without violation of the City Fire Code. Mr. Badgley further advises that the signage and ticket booth for the disabled are required to meet current ADA regulations.

4. Mr. Badgley advises that the work that would be funded by the proposed ordinance would be started as soon as the funds are available. It is anticipated that this work would be completed by August 12, 1994.

5. As noted above, Mr. Badgley states that, although current cost estimates show a remaining project shortfall of \$840,404 if the proposed ordinance is approved, the DPW is negotiating with the Nibbi-Tom Company to reduce or eliminate the outstanding cost items. Therefore the DPW does not believe that an additional supplemental appropriation request will be required.

Recommendation: Approve the proposed supplemental appropriation ordinance.

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Item 7 - File 101-93-120

Department: Sheriff's Department

Item: Ordinance appropriating \$202,500 to expand the Pretrial Diversion Program to minimize jail overcrowding for FY 1993-94 and placing \$202,500 on reserve.

Amount: \$202,500

Source of Funds: Jail Overcrowding Fine Revenue

Description: The 1993-94 Fiscal Year budget of the Sheriff's Department included \$136,739 to fund the Pretrial Diversion Program, which provides the Courts with alternatives to pretrial jail sentencing in cases involving first time offenders who have committed misdemeanors. This Program, which is operated by the San Francisco Pretrial Diversion Project, Inc., a private, non-profit agency, allows first time offenders to perform community service in lieu of jail time or a fine, provides sentencing alternatives to substance abusers, and employs ex-offenders in a horticulture employment training program, thereby decreasing the jail population by diverting these individuals from the jail system to such activities. Upon satisfactory completion of the Pretrial Diversion Program, the case against a first-time offender is dismissed.

The proposed supplemental appropriation would provide funds to expand the Pretrial Diversion Program by implementing the Supervised Pretrial Release Program. In contrast to the existing Pretrial Diversion Program, which is targeted towards first-time offenders accused of committing misdemeanors, the Supervised Pretrial Release Program would release repeated offenders accused of committing felonies from jail prior to their court appearance and place them under intense, specially designed out-of-jail supervision, thus reducing jail overcrowding. Specifically, a Municipal Court Judge or Commissioner would refer a qualified defendant to the Supervised Pretrial Release Program. A specialist employed by the San Francisco Pretrial Diversion Project, Inc., would then interview the defendant and provide a written report to the Court, including an evaluation of the individual and a supervised release plan designed to address the defendant's immediate needs, such as food, shelter, and medication, and other circumstances (e.g. drug abuse, violence, theft, homelessness, mental health problems, etc.). The defendant would have to agree to perform certain activities, such as attending daily meetings with Program specialists and social service providers or perform community service, and the Court would have to allow the defendant to participate in the

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Program. The defendant would still be charged for a felony and could still be sentenced to jail time. However, the proposed Supervised Pretrial Release Program is a means by which to reduce jail overcrowding by releasing accused felons from the City's jails prior to their court appearances.

The Municipal Court has contracted with the San Francisco Pretrial Diversion Project, Inc., to operate the proposed Supervised Release Program for a 13-month period, from June 1, 1994 through June 30, 1995. The following table shows a breakdown of the proposed \$202,500 supplemental appropriation.

Personnel:

<u>Position</u>	<u>No. of Positions</u>	<u>Annual Salary</u>	<u>Cost for Period 6/1/94 through 6/30/95</u>
Senior Supervised Release Specialist	1	\$36,000	\$39,000
Supervised Release Specialist	3	30,000	97,500
Fringe Benefits (23.4%)	4		<u>32,000</u>
Subtotal - Personnel			\$168,500

Operating Expenses:

Program Administration and Evaluation	9,000
Participant Stipends, Meals, and Transportation Costs	15,000
Support Services	<u>10,000</u>
Subtotal - Operating Expenses	<u>34,000</u>
TOTAL	\$202,500

The three Supervised Release Specialist and one Senior Supervised Release Specialist would monitor the defendant's compliance with the pretrial release conditions and provide a level of intense personal supervision, including daily meetings, telephone contact, and, in some cases, escorted court appearances. Each of the four staff members would maintain a caseload of between 18 and 20 participants, for a total of between 72 and 80 cases at any given time (an average of 76 cases), in order to ensure aggressive program supervision. Based on an average duration of approximately three months per case and an average caseload of 76 cases, approximately 304 individuals (76 cases per day x 4 three-month periods/year)

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would be able to participate in the Supervised Pretrial Release Program on an annual basis, or approximately 25 individuals per month.

Program administration and evaluation expenses are estimated at \$9,000 for the 13-month period. Program administration, including general operating costs such as rent, utilities, telephone and other administrative expenses, are estimated at \$4,000. The goal of the evaluation component, at an estimated cost of \$5,000 for the 13-month period, would be to measure the relative impact of the level of supervision, the frequency and type of participant contact, and the provision of support services on the participant's Failure-to-Appear (FTA) rates in court and with support providers. In addition, the San Francisco Pretrial Release Project would maintain statistics on the Supervised Pretrial Release population for future Program considerations. According to Mr. William Leong, Executive Director of the San Francisco Pretrial Diversion Project, it is expected that the evaluation would be performed by an outside consultant.

The Supervised Pretrial Release Program would provide stipends, meals and transportation tokens at an estimated cost of \$15,000 for the 13-month period in order to assist Program participants in maintaining a basic subsistence. A stipend in the amount of \$204 per participant would be provided to 60 individuals who perform community service, for a total cost of \$12,240 for stipends. In addition, meal costs are estimated at \$1,800 and transportation tokens would cost \$760 for the 13-month period.

Support services, at an estimated cost of \$10,000 for the 13-month period, would include funds for acupuncture (1,440 treatments @ \$5/treatment = \$7,200), drug testing (360 tests @ \$5/test = \$1,800), and mental health consultant costs (\$1,000).

Comments:

1. Since September of 1992, the City has been ordered by the Court to pay fines of \$300 per day for every inmate over a Court-imposed population limit of 426 inmates for the sixth floor at the Hall of Justice facility, resulting, in the payment of \$2,453,100 in jail overcrowding fines for 8,177 inmate days (\$2,453,100 divided by \$300/inmate/day) between September 1, 1992 and May 26, 1994, or an average of 389.4 inmate days per month (8,177 inmate days divided by 21 months).

The Jail Overcrowding Fine Revenue is money generated from the fines paid by the City and County of San Francisco to a Federally-assigned escrow account. According to a Federal Court order, these revenues are to be expended exclusively on alleviating jail overcrowding. There is currently a balance of

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approximately \$425,000 in this account (prior to this request of \$202,500).

2. Sergeant Ridgeway of the Sheriff's Department advises that the Supervised Pretrial Release Program would result in savings to the City by avoiding the \$300 per day per prisoner fine levied against the City for jail overcrowding on the sixth floor at the City's Hall of Justice facility. The actual reduction in the City's jail overcrowding fines depends on whether the Supervised Pretrial Release participant is normally housed in the City's overcrowded Hall of Justice facility, one of the City's other jails, or in the Alameda County Jail under a contract between the City and Alameda County.

In addition, the City could also realize savings through the Supervised Pretrial Release Program by reducing the number of inmates in the City's jails and in Alameda County's jails, thereby reducing the costs to the City of housing such inmates. However, Sergeant Ridgeway of the Sheriff's Department advises that, since participants in the Supervised Pretrial Release Program would still spend a portion of their time in jail (they would most likely be released only during daytime and evening hours), the City would still incur costs to house such inmates on a part-time basis. Sergeant Ridgeway advises that the estimated savings would vary for each participant in the Supervised Pretrial Release Program, depending on such factors as what proportion of their time would still be spent in jail and how many meals they would receive in jail versus through the Supervised Pretrial Release Program.

3. The proposed supplemental appropriation would fund the Supervised Pretrial Release Program using jail Overcrowding Fine monies through the end of FY 1994-95. The Federal Court must approve expenditures made from these Jail Overcrowding Fine monies. The Court has appointed a Special Master to the Courts, Mr. Alan Breed, to make these expenditure authorizations. According to Sergeant Ridgeway, Mr. Breed has advised the Sheriff's Department that the Jail Overcrowding Fine monies should only be used for new programs to reduce prison overcrowding. The expenditure of these monies should not be used to fund ongoing program costs. Therefore, the General Fund may be required to provide any future funding for the Supervised Pretrial Release Program.

However, Mr. James Harrigan, the Attorney for the Sheriff's Department, advises that while Mr. Breed requests that the Jail Overcrowding Fine revenues not be spent to support ongoing costs, this expenditure restriction is not a Court ruling. Mr. Harrigan reports that if, in the future, the General Fund

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appropriation was insufficient to fund the Supervised Pretrial Release Program, the City may be able to request additional Jail Overcrowding Fine monies.

4. Under the proposed legislation, the entire supplemental appropriation request of \$202,500 has been placed on reserve, pending the authorization of the expenditure of Jail Overcrowding Fines by the Special Master for the Supervised Pretrial Release Program. Mr. Matthew Hymel of the Controller's Office advises that the Special Master will not authorize the expenditure of Jail Overcrowding Fines until the proposed supplemental appropriation ordinance is approved by both the Board of Supervisors and the Mayor, at which time the Controller would release the funds.

Recommendation: Approval of the proposed supplemental appropriation is a policy matter for the Board of Supervisors.

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Item 8 - File 101-92-23.2

Department: Department of Public Health, San Francisco General Hospital (SFGH)

Item: Release of reserved funds for SFGH in the amount of \$1,400,000 to fund construction costs for the Business Office Renovation Projects.

Ms. Sharon Kennison of the SFGH reports that the above title is incorrect. The title of the proposed release of reserve should be amended to reflect that the amount being requested for release is \$747,000 rather than \$1,400,000.

Amount: \$747,000

Source of Funds: General Fund monies previously appropriated but reserved

Description: On December 30, 1992, the Board of Supervisors approved a supplemental appropriation (File 101-92-23) which appropriated \$1,400,000 to SFGH for the Business Office Renovation Projects. The Business Office Renovation Projects incorporate three separate renovation projects: 1) the renovation of the business offices in Wards 14 and 15 (Wards 14 and 15 Business Offices Renovation Project), 2) the renovation and relocation of the Emergency Department registration area (Emergency Department Renovation Project) and 3) the renovation of the Outpatient Department registration area (Outpatient Department Renovation Project). Of the total \$1,400,000 appropriation, \$260,000 was released, and \$1,140,000 was placed on reserve pending the identification of contractors, the MBE/WBE status of the contractors and cost details.

On March 23, 1994, the Board of Supervisors approved the release of \$393,000 of the \$1,140,000 previously placed on reserve to fund construction costs for the Wards 14 and 15 Business Offices Renovation Project (File 101-92-23.1). This Project will refurbish the business offices contained in Wards 14 & 15 with carpet, paint, new data and voice cabling, increased electrical capability, lighting, furniture and a new fire alarm system installed throughout the building per the request of the City Fire Marshall. These areas were formerly hospital wards and contain fixtures such as dishwashers, steel kitchen cabinets, bathtubs, and shower stalls. The renovation will double the space occupied by the Department of Social Services Eligibility Workers that process applications for Medi-Cal.

The Board of Supervisors continued to reserve the remaining \$747,000 (\$1,140,000 total reserved amount less \$393,000 released amount) pending further details concerning: 1) the cost of the furniture for the Wards 14 & 15 Business Offices Renovation Project (estimated by SFGH to be \$80,000); 2) the submission by SFGH of a final budget for the Emergency Department Renovation Project and the Outpatient Department Renovation Project (estimated by SFGH to be \$667,000 in total); and 3) the MBE/WBE status of the contractors for the Emergency Department and Outpatient Department Renovation Projects.

The SFGH reports that both the Emergency Department Renovation Project and the Outpatient Department Renovation Project will correct current licensing and life safety code deficiencies in these departments. The registration and admitting areas for each of the departments will be renovated to expand the capacity to register and admit patients, perform interviews with patients and assist with eligibility. The registration areas in these two departments currently do not provide privacy for confidential interviews of patients and each department has been cited by the State for lack of privacy. Also, the Office of Statewide Health Planning and Development (OSHPD) has mandated a response to the life safety code deficiencies in these two departments.

SFGH is now requesting a release of reserved funds in the amount of \$747,000 to fund furniture for the Wards 14 & 15 Business Offices Renovation Project (\$80,000) and to fund the construction for both the Emergency Department Renovation Project and the Outpatient Department Renovation Project (\$667,000).

Comments:

1. Attachment 1 is a list of the requested furniture and the amounts for each piece of furniture, totaling \$80,000, for the Wards 14 and 15 Business Offices Renovation Project. Attachment 2 is a cost breakdown for the requested work for the Emergency Department Renovation Project (\$407,562) and the Outpatient Department Renovation Project (\$170,594). In total, the request amounts to \$658,156 which is \$88,844 less than the \$747,000 that SFGH is requesting for release.

2. Mr. Carlos Villalva of the SFGH reports that the firm of A.R. Construction has been selected for the Emergency Department Renovation Project. A.R. Construction is a MBE and was selected from among four companies who submitted bids for the Emergency Department Renovation Project. A.R. Construction Company submitted the lowest, responsive bid of \$230,019. The four bids received were as follows:

Memo to Budget Committee
June 1, 1994 Budget Committee Meeting

<u>Firms</u>	<u>Bid Amount</u>
A.R. Construction (MBE)	\$230,019
LCI Construction (MBE)	239,000
Lowe and Sons Construction (MBE)	306,408
Adolph Schmidt General Contractor	321,000

The firm of Cuevas and Mannion has been selected for the Outpatient Department Renovation Project. Mr. Bayard Fong of the Human Rights Commission reports that Cuevas and Mannion is considered a Joint Venture. The joint venture consists of two firms: 1) Cuevas Construction, a certified MBE firm, and 2) Mannion Construction, which is not an MBE/WBE firm. Cuevas and Mannion was selected from among five companies who submitted bids for the Outpatient Department Renovation Project. Cuevas and Mannion submitted the lowest, responsive bid of \$86,500. The five bids received were as follows:

<u>Firms</u>	<u>Bid Amount</u>
Cuevas and Mannion Construction (MBE)	\$86,500
Lowe and Sons Construction (MBE)	88,229
LCI Construction (MBE)	95,990
A.R. Construction (MBE)	96,685
Adolf Schmidt General Contractor	120,500

3. The title of the proposed release of reserve states that the amount requested is \$1,400,000. The title of the release of reserve funds should be amended to reflect that the amount requested for release is \$747,000 to fund furniture costs for the Wards 14 & 15 Business Offices Renovation Project and construction costs for both the Emergency Department Renovation Project and the Outpatient Department Renovation Project.

4. As noted in Comment 1 above, the amount needed to complete this project totals \$658,156 or \$88,844 less than the reserved balance of \$747,000. This \$88,844 balance of the original \$1.4 million appropriation can therefore revert to the General Fund at the close of the 1993-94 Fiscal Year. Mr. Villalva advises that as a result of the unexpected surplus in appropriated funds, the SFGH wishes to use all or a portion of the \$88,844 for additional projects related to the three renovation projects that are the subject of the proposed release of reserve. As an example, Mr. Villalva states that approximately \$58,500 of the remaining \$88,844 could be used to upgrade an elevator in the building which houses Wards 14 and 15 in order to comply with Americans with Disabilities Act requirements. Because the SFGH was not expecting to have remaining funds, Mr. Villalva reports it would need to assess the renovation related projects that still need to be performed

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BUDGET ANALYST

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in order to determine how to best utilize the \$88,844. The Budget Analyst advises that because additional projects were not outlined in the original supplemental appropriation for the Business Office Renovation Project, the SFGH should submit a new supplemental appropriation if it wants additional renovation projects performed.

- Recommendation:**
- 1) Amend the title of the proposed release of reserve to reflect that \$747,000 is being requested to be released and not \$1,400,000 as stated.
 - 2) Release \$658,156 of the \$747,000 which is currently on reserve in order to fund furniture costs for the Wards 14 and 15 Business Offices Renovation Project (\$80,000) and to fund construction costs for the Emergency Department Renovation Project (\$407,562) and the Outpatient Department Renovation Project (\$170,594).
 - 3) Continue to reserve the remaining balance of \$88,844.

Memo to Budget Committee
June 1, 1994 Budget Committee Meeting

Wards 14 and 15 Business Offices Renovation Project - Furniture Request

98 Ergonomic chairs with wheels and armrests @ approx. \$325	\$31,869
66 Guest Chairs @ approx. \$241	15,905
16 Conference Room Chairs @ approx. \$147	2,349
7 Waiting Area Chairs @ approx. \$238	1,668
16 Lounge Chairs @ approx. \$147	2,348
10 Lateral files, 30" wide @ approx. \$562	5,620
17 Lateral files, 42" wide @ approx. \$696	11,828
68 Screen dividers, 42" wide @ approx. \$22	1,533
40 Screen dividers, 30" wide @ approx. \$20	<u>783</u>
Subtotal	\$73,903
Sales Tax	<u>6,097</u>
Total Furniture Costs	\$80,000*

*Mr. Villalva advises that the above is a quote from the vendor stating the costs for the above furniture would be \$80,000.

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Emergency Department Renovation Project Cost Breakdown

Professional Design Fees	\$28,000
OSHPD Permit Fee	5,084
Preliminary work by SFGH staff to accommodate reproduction services and interim ventilation in the Emergency Room waiting room	10,000
SFGH Project Management	10,400
Construction Administration Fees	16,000
13 Modular Workstations and Files	47,000

A.R. Construction Base Contract	
Demolition	\$13,149
Structural Steel	3,075
Casework	21,894
Doors, Windows, and Hardware	14,996
Glass and glazing	12,767
Rolling Doors	15,606
Non-Load Bearing Walls and Ceiling Systems	28,905
Acoustical Suspension Systems	13,798
Flooring	9,840
Tile	5,350
Painting	2,400
Bathroom Accessories	2,167
Heating Ventilation and Air Conditioning	27,675
Fire Protection (Sprinklers)	9,963
Plumbing	9,596
Electrical	32,780
Temporary Facilities and Clean-Up	<u>6,058</u>

Subtotal Base Construction \$230,019

Fire Alarm Interconnect	8,000
Construction Contingency @ 15% of construction*	35,703
Owner's Contingency @ 5% of Project Costs**	<u>17,356</u>

Total Estimated Emergency Department Renovation Project Costs \$407,562

*15% of Subtotal A.R. Construction Base Contract plus Fire Alarm Interconnect

**5% of SFGH Project Management, construction Administration Fees, Modular Workstations and Files, Subtotal A.R. Construction Base Contract, Fire Alarm Interconnect, and Construction Contingency.

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BUDGET ANALYST

Outpatient Department Renovation Project Cost Breakdown

Professional Design Fees	\$16,000
OSHPD Permit Fee	1,230
Preliminary work by SFGH staff to accommodate reproduction services and interim ventilation in the Outpatient Registration waiting room	15,000
SFGH Project Management	6,200
Construction Administration Fees	10,000

Cuevas and Mannion Base Contract

Demolition	\$5,683
Casework	7,472
Doors, Windows, and Hardware	5,487
Glass and glazing	5,518
Rolling Doors	10,747
Non-Load Bearing Walls and Ceiling Systems	6,500
Acoustical Suspension Systems	3,968
Flooring	5,000
Painting	1,038
Heating Ventilation and Air Conditioning	10,972
Fire Protection (Sprinklers)	5,308
Electrical	14,177
Temporary Facilities and Clean-Up	<u>4,630</u>

Subtotal Base Construction \$86,500

Fire Alarm Interconnect	14,000
Construction Contingency @ 15% of construction*	15,075
Owner's Contingency @ 5% of Project Costs**	<u>6,589</u>

Total Estimated Outpatient Department Renovation Project Costs \$170,594

*15% of Subtotal Cuevas and Mannion Construction Base Contract plus Fire Alarm Interconnect.

**5% of SFGH Project Management, Construction Administration Fees, Subtotal Cuevas Mannion Base Contract, Fire Alarm Interconnect, and Construction Contingency.

Budget Analyst advises that because additional projects were not outlined in the original supplemental appropriation for the Business Office Renovation Project, the SFGH should submit a new supplemental appropriation if it wants additional renovation projects performed.

- Recommendation:**
- 1) Amend the title of the proposed release of reserve to reflect that \$747,000 is being requested to be released and not \$1,400,000 as stated.
 - 2) Release \$658,156 of the \$747,000 which is currently on reserve in order to fund furniture costs for the Wards 14 and 15 Business Offices Renovation Project (\$80,000) and to fund construction costs for the Emergency Department Renovation Project (\$407,562) and the Outpatient Department Renovation Project (\$170,594).
 - 3) Continue to reserve the remaining balance of \$88,844.

Item 9 - File 124-94-6.2

Item: Ordinance amending Section 213 of Part II, Chapter XI of the San Francisco Municipal Code (Traffic Code) relating to the establishment, purpose and use of a Parking Revenue Fund to provide that, beginning in Fiscal Year 1994-95, the first \$8.0 million of parking meter collections, after provision for debt service requirements, will be allocated to the General Fund.

Description: Section 213 of the Traffic Code outlines the amount of parking meter revenues that are credited to the General Fund, with the balance retained in the Parking Revenue Fund for parking meter related expenditures and the Off Street Parking Program. Section 213 currently was amended in Fiscal Year 1992-93 and 1993-94, to provide that the first \$8 million in parking meter revenues would be credited to the General Fund. Section 213 was further amended, in May, 1994, to provide that payment of debt obligations issued by the Parking Authority will be the first use of funds from the Parking Revenue Fund prior to any other transfer of revenues or use of funds for other purposes.

This amendment would make the \$8.0 million revenue transfer, after provision for debt service requirements, to the General Fund permanent unless amended further in the future.

Comment: According to Ms. Theresa Lee of the Mayor's Office, the revenue transfer from the Parking Revenue Fund to the General Fund in the amount of \$8.0 million will be part of the Mayor's recommended budget to be transmitted to the Board of Supervisors on June 1, 1994.

Mr. John Newlin, Director of the Department of Parking and Traffic (DPT), states that the DPT and the Parking and Traffic Commission have no objection to this proposed ordinance.

Recommendation: Approve the proposed ordinance.

Item 10 - File 127-94-8

Item: Ordinance amending Part III of the San Francisco Administrative Code by amending Section 515 to limit certain Fiscal Year 1993-94 allocations, to the amounts allocated in Fiscal Year 1993-94

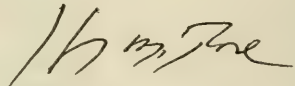
Description:

1. Proceeds from the base Hotel Tax rate of 8% (excluding all current surcharges which equal 4% and bring the total Hotel Tax rate to 12%) are deposited in the Hotel Tax Fund and allocated to specific programs. The allocation is detailed in Section 515 of Part III of the San Francisco Municipal Code. The allocation was amended by ordinance in January, 1993 in order to include a Cultural Endowment Equity Fund allocation that will equal 1.75% of total Hotel Tax Fund base proceeds in 1994-95. The allocation was further amended in June, 1993 to specifically allocate portions of the base proceeds to the Asian Art Museum (in the amount of 2.1% in 1994-95) and the Fine Arts Museum (in the amount of 5.36% in 1994-95).
2. Also in June, 1993, the Administrative Code was amended to limit all 1993-94 allocations to amounts allocated in 1992-93 with the exception of the Cultural Endowment Equity Fund and the new allocations to the Asian Art Museum and the Fine Arts Museum. By establishing such limits, the amount that could be transferred to General Fund to help balance the 1993-94 budget was increased by approximately \$3.2 million.
3. This proposed ordinance would establish limitations of Hotel Tax Fund allocations at 1993-94 levels for Fiscal Year 1994-95 for all Hotel Tax funded programs except the Yerba Buena Center, the Cultural Endowment Fund, the Asian Art Museum and the Fine Arts Museum. By so limiting such allocations, additional Hotel Tax funds in the amount of \$2,505,524 would be available to balance the 1994-95 General Fund budget. According to Ms. Teresa Lee, of the Mayor's Office, this revenue is part of Mayor's proposed 1994-95 budget.
4. The table on the following page provides the Controller's calculation of the impact of the proposed ordinance. The \$61,176,000 total Hotel Tax Fund revenue (for the base 8% rate) is the current estimate for Fiscal Year 1994-95.

Proposed Revisions to Base 8% Hotel Tax Allocation

<u>Allocation of 8% Hotel Tax</u>	1994-95 Allocation that Would be Implemented by this Proposed Ordinance	1994-95 Allocation if this Ordinance is not Approved	1994-95 Increased (Decreased) Allocation Due to the Proposed Ordinance
Yerba Buena Center	\$25,589,921	\$25,589,921	\$ 0
Convention and Visitors Bureau	5,544,923	6,007,483	(462,560)
Housing Programs	3,494,487	3,851,265	(356,778)
War Memorial	5,544,923	6,007,483	(462,560)
Candlestick Park	3,454,487	3,811,265	(356,778)
Administration	99,077	122,352	(23,275)
Publicity & Advertising - Non Recurring	9,149,122	9,983,923	(834,801)
Publicity & Advertising - Recurring	144,168	152,940	(8,772)
Cultural Endowment Equity Fund	1,070,580	1,070,580	0
Asian Art Museum	1,284,696	1,284,696	0
Fine Arts Museum	<u>3,279,034</u>	<u>3,279,034</u>	<u>0</u>
Subtotal	\$58,655,418	\$61,160,942	(\$2,505,524)
General Fund	<u>2,520,582</u>	<u>15,058</u>	<u>2,505,524</u>
Total	\$61,176,000	\$61,176,000	\$ 0

Recommendation: Approval of the proposed ordinance is a policy matter for the Board of Supervisors.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer

Controller
Teresa Serata
Robert Oakes
Ted Lakey

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BUDGET ANALYST

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WEDNESDAY, JUNE 8, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 127-94-6. [Curb Painting Fees] Ordinance amending Part III of the Municipal Code (Revenue and Finance/Business Regulations) by amending Section 129.5 thereof, to increase the fees for the renewal painting of white and green zones from \$70 to \$125. (Supervisors Alioto, Bierman)

ACTION: RECOMMENDED. (Supervisors Alioto and Bierman added as sponsors)

2. File 101-93-122. [Appropriation, Hetch Hetchy, \$4,000,000] Ordinance appropriating \$4,000,000, Hetch Hetchy, for the purchase of power and rescinding various capital improvement projects for fiscal year 1993-94. RO #93319 (Supervisor Alioto)

ACTION: RECOMMENDED. (Supervisor Alioto added as sponsor)

3. File 93-94-13. [Memorandum of Understanding Police Officers Assoc.] Resolution ratifying Memorandum of Understanding between the City and County of San Francisco and the San Francisco Police Officers Association. (Supervisors Conroy, Alioto, Kennedy, Shelley)

ACTION: Hearing held. Consideration continued to June 15.

4. File 170-94-9. [GO Bonds, City Hall Non-Seismic Improvements] Resolution determining and declaring the public interest and necessity demand the construction or completion by the City and County of San Francisco of the following municipal improvements, to wit: construction and reconstruction of certain improvements to City Hall, including life safety improvements, providing disabled access, historic preservation, electrical power and systems upgrade, functional space conversions and provision of a childcare facility, including related acquisition, construction and reconstruction necessary or convenient for the foregoing purpose, that the estimated cost of Fifty One Million Two Hundred Twenty-Seven Thousand Dollars (\$51,227,000) for said Municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness. (Supervisors Hsieh, Alioto, Bierman)

ACTION: Amended to reduce cost from "\$51,227,000" to "\$38,350,000" per Budget Analyst recommendation. New title: "Resolution determining and declaring that the public interest and necessity demand the construction or completion by the City and County of San Francisco of the following municipal improvements, to wit: construction and reconstruction of certain improvements to City Hall, including life safety improvements, providing disabled access, historic preservation, electrical power and systems upgrade, functional space conversions and provision of a childcare facility, including related acquisition, construction and reconstruction necessary or convenient for the foregoing purpose, that the estimated cost of Thirty-Eight Million Three Hundred Fifty Thousand Dollars (\$38,350,000) for said Municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness." **RECOMMENDED AS AMENDED.** (Supervisors Hsieh, Alioto, Bierman added as sponsors)

5. File 170-94-10. [General Obligation Bond, Asian Art Museum] Resolution determining and declaring the public interest and necessity demand the construction or completion by the City and County of San Francisco of the following municipal improvements, to wit: construction and reconstruction of certain improvements to the Main Library for the purpose of relocating the Asian Art Museum to such location, including seismic upgrading, asbestos abatement, providing access for the disabled, and other building code-required improvements, that the estimated cost of Forty-One Million Seven Hundred Twenty-Nine Thousand and Seven Hundred Dollars (\$41,729,700) for said municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness. (Supervisor Shelley, Alioto, Hsieh, Bierman)

ACTION: Hearing held. Amendment of the Whole (as presented by Supervisor Shelley) accepted; further amended by adding "historic preservation" on page 1, line 8 and on page 2, line 1. New title: "Resolution determining and declaring the public interest and necessity demand the construction or completion by the City and County of San Francisco of the following municipal improvements, to wit: construction and reconstruction of certain improvements to the Old Main Library for the purpose of making public safety improvements thereto and relocating the Asian Art Museum to such location, including seismic upgrading, asbestos abatement, providing access for the disabled, historic preservation and other building code-required improvements, that the estimated cost of Forty-One Million Seven Hundred Twenty-Nine Thousand and Seven Hundred Dollars (\$41,729,700) for said municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness." **RECOMMENDED AS AMENDED.** (Supervisors Alioto, Hsieh, Bierman added as cosponsors)

6. File 170-94-11. [General Obligation Bond-San Bruno Jail Facility] Resolution determining and declaring the public interest and necessity demand the acquisition, construction or reconstruction by the City and County of the following municipal improvement, to wit: acquisition, construction and/or reconstruction of county correctional facilities, including replacement housing, administrative buildings, health clinics, training range, special housing units, health and safety improvements and renovation of certain improvements, that the estimated cost of One Hundred Ninety Eight Million Eight Hundred Fifty-Three Thousand Dollars \$198,853,000 for said municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness. (Supervisors Maher, Alioto, Bierman, Hsieh)

ACTION: Hearing held. Amended to reduce cost from "\$198,853,000" to "\$195,598,000" per Budget Analyst recommendation. **New title:** "Resolution determining and declaring the public interest and necessity demand the acquisition, construction or reconstruction by the City and County of the following municipal improvement, to wit: acquisition, construction and/or reconstruction of county correctional facilities, including replacement housing, administrative buildings, health clinics, training range, special housing units, health and safety improvements and renovation of certain improvements, that the estimated cost of One Hundred Ninety-Five Million Five Hundred Ninety-Eight Thousand Dollars \$195,598,000 for said municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness." RECOMMENDED AS AMENDED. (Supervisors Alioto, Bierman, Hsieh added as cosponsors)

7. File 27-94-3. [Airport Departure Tax, International Flights] Hearing to consider the feasibility of establishing a departure tax on all international flights leaving from and arriving at San Francisco International Airport and the potential revenues such a tax could raise. (Supervisors Alioto, Kennedy)

ACTION: Hearing held. Consideration continued to July 6, 1994.

8. File 32-94-2. [Franchise Fee Audit of Viacom for 1991 and 1992] Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992. (Supervisor Bierman) (Continued from 5/25)

ACTION: Consideration continued to June 15, 1994.

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BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

June 6, 1994

TO: Budget Committee

FROM: Budget Analyst

SUBJECT: June 8, 1994 Budget Committee Meeting

Item 1 - File 127-94-6

Department: Department of Parking and Traffic (DPT)

Item: Ordinance amending Part III of the San Francisco Municipal Code (Revenue and Finance/Business Regulations) by amending Section 129.5 thereof to increase the fees for repainting white and green zones.

Description: The DPT reports that the City's curb painting fees have not been increased since December of 1985. The DPT projects that its Curb Painting Program will incur expenditures of \$215,212 for FY 1994-95. The DPT states that under the current curb painting and repainting fee structure, the Department estimates that it will generate \$146,150 in revenues or \$69,062 less than the projected expenditure of \$215,212 for the Curb Painting Program. According to the DPT, the proposed fee increases would permit the Department to approximately fully recover the costs of the Curb Painting Program. Attached is a cost analysis, as prepared by the DPT, of the proposed fee increases.

The proposed ordinance would amend Section 129.5 of the Municipal Code to increase the fees charged for DPT's repainting of white (passenger loading/unloading) and green (limited parking) zones, from \$70 to \$125, an increase of

approximately 79 percent. The fees charged for the initial painting of these zones would remain the same, at \$280.

Comments:

1. The DPT reports that white and green zones, which are located in front of commercial establishments, are repainted every two years. The fees for repainting white and green zones are paid for by the businesses where the zones are located.

2. In addition to white and green zones, the DPT is also responsible for painting and repainting driveway red tips. The DPT advises that the repainting of driveway red tips is done at the request of a given business or residential property owner and the fees charged for this service are paid for by the business or property owner that requests this service. The current fee for painting or repainting driveway red tips is \$55. This fee would remain the same.

3. The DPT reports that, if approved, the proposed fees would become effective July 1, 1994. The DPT advises that the projected revenue increase based on the proposed fee increases is reflected in the Department's 1994-95 budget.

Recommendation: Approve the proposed ordinance.

DEPARTMENT OF PARKING AND TRAFFIC
 TRAFFIC ENGINEERING AND OPERATIONS
 CURB PAINTING PROGRAM COST ANALYSIS
 PROPOSED FEE INCREASE
 FY 1994-95

Class	Title	FTE	Salary/ Benefits	Annual Cost
5302	Traffic Survey Tech	1.00	47,462	47,462
7346	Painter	1.50	52,806	79,209
5301	Painter Supervisor	0.15	66,382	9,957
1842	Managment Assistant	1.00	49,802	49,802
1426	Sr. Clerk Typist	0.25	37,526	9,382
				195,812
Materials/Supplies				14,400
Vehicle Maintenance				5,000
				215,212
Current year projected revenue				146,150
Deficit				(69,062)

Proposed Fee Increases

Zone	Qty	Current Fee	Proposed Fee	Fee Variance	Current Revenue	Proposed Revenue	Revenue Variance
White/Green (Initial)	110	280	280	0	30,800	30,800	0
Passenger Repaint	900	70	125	55	63,000	112,500	49,500
Green Repaint	300	70	125	55	21,000	37,500	16,500
Driveway Red Tips *	570	55	55	0	31,350	31,350	0
					146,150	212,150	66,000

*The fee increase recommended by staff from \$55 to \$75 was deleted by the Parking and Traffic Commission.

Item 2 - File 101-93-122

Department: Hetch Hetchy Water & Power

Item: Supplemental appropriation for the purchase of power for resale to contractual customers.

Amount: \$4,000,000

Source of Funds: Hetch Hetchy capital improvement project closeouts (\$167,644) and rescission of capital improvement appropriations (\$3,832,356).

Description: 1. Under Hetch Hetchy's post-drought power operating plan, water is not released solely for the purpose of hydroelectric power generation until Hetch Hetchy is assured that there is a sufficient snowpack to refill the reservoirs. Therefore, Hetch Hetchy budgets for the purchase of electric power from other sources during such times in order to meet the City's municipal needs and contractual commitments for the provision of electric power, primarily with the Modesto Irrigation District (MID) and the Turlock Irrigation District (TID).

2. Budget amounts for purchase of power must be established at the beginning of the fiscal year. However, actual precipitation patterns are not known until late in the fiscal year (i.e. January through April). Hetch Hetchy budgeted approximately \$17.7 million for purchases of power in 1993-94 based on an assumption that precipitation would be normal. However, 1993-94 has turned out to be the eighth driest year on record. Therefore, based on the decreased hydroelectric power generation due to the dry year, Hetch Hetchy has had to purchase more power than the 1993-94 budget anticipated. Based on the "normal water year" assumption, and the post-drought operating plan, the budgeted amount for purchased power was expected to be 380 million kilowatt hours. Because of the dry year, Hetch Hetchy projects total purchased power to be 613 million kilowatt hours, or an additional 233 million kilowatt hours. Based on current and anticipated expenditures, the estimated need for additional power purchases this fiscal year is \$4.0 million.

Comments: 1. The original 1993-94 budget for purchase of power assumed that the average price for purchased power would be \$0.047 per kilowatt hour. This estimated price was based on an assumption that 18% of total power purchases would be from PG&E and the remaining 82% would be from the

Western Systems Power Pool (WSPP). WSPP is a consortium of electric power producers that sell power at wholesale rates. Although WSPP power is not always available, which is the reason it is less expensive than PG&E power that can be bought on demand, Hetch Hetchy was able to acquire 98% of its purchased power from WSPP instead of the originally budgeted 82%. As a result, the unit price for purchased power is now projected to be \$0.035 per kilowatt hour instead of the originally estimated \$0.047 per kilowatt hour. Much of this purchased power was sold by Hetch Hetchy as "Class 3 Power" to MID and TID (i.e. power that MID and TID resell to their retail customers) at a price of \$0.042 per kilowatt hour. Therefore, Hetch Hetchy's purchase of greater amounts of less expensive power from WSPP has resulted in a reduction in estimated expenditures of approximately \$10 million. Had these expenditures been necessary, the amount of this supplemental appropriation would be \$14 million instead of the \$4,000,000 requested.

2. The current, budgeted amount for Hetch Hetchy purchase of power in 1993-94 is \$17.7 million. The budget deficiency, requiring this supplemental appropriation of \$4.0 million would bring total 1993-94 appropriations for purchase of power to \$21.7 million.

3. The source of funds for this supplemental appropriation is a combination of Hetch Hetchy capital project closeouts (\$167,644 in unspent funds for completed projects) and rescissions of appropriations for two Hetch Hetchy for powerhouse repairs that will be deferred (\$3,832,356) Hetch Hetchy has not re-budgeted these particular capital projects in the FY 1994-95 budget at this time. Mr. Lawrence Klein, Deputy General Manager of Hetch Hetchy reports that the Department is currently examining alternative measures that can be taken with regard to these particular projects.

4. Even though FY 1993-94 has been an extremely dry year, Hetch Hetchy has earned sufficient revenues from hydroelectric power sales to contribute \$25.4 million to the General Fund and \$7.5 million to the Municipal Railway for transit power in FY 1994-95 in comparison to a \$30.8 million contribution to the General Fund and \$7.5 million to the Municipal Railway in FY 1993-94. The FY 1994-95 amounts are included in the Mayor's recommended FY 1994-95 budget.

Recommendation: Approve the proposed supplemental appropriation.

Item 3 - File 93-94-13

1. This item is a proposed resolution ratifying a Memorandum of Understanding between the City and County of San Francisco and the San Francisco Police Officers Association. The MOU would be in effect until June 30, 1998.

2. The proposed MOU would approve the following hiring plan for new Police Officers. This hiring plan has been funded in the 1993-94 budget (for new hires made in February, May and June, 1994) and is part of the Mayor's recommended 1994-95 budget (for new hires to be made in September, 1994 and March, May and June, 1995).

<u>Date of Hire</u>		<u>Number to Be Hired</u>	
February	1994	48	New Recruits
May & June	1994	55	Lateral Transfers
September	1994	30	Lateral Transfers
March	1995	45	New Recruits
May	1995	45	New Recruits
June	1995	<u>45</u>	New Recruits
		268	Total Additional Police Officers
		<u>1,735</u>	Projected Number of Sworn Officers by
		2,003	June, 1995 if no new officers were hired.
			Total Sworn Officers with
			Completion of Hiring Plan

3. According to the proposed MOU, additional Police Officers would be allocated to the following units. This proposed allocation adds 187 officers, although, although the hiring plan detailed above calls for the addition of 268 new Police Officers. The difference is due to the anticipated effects of attrition.

<u>Unit</u>	<u>Current No. of Q2 Officers Assigned</u>	<u>Increase</u>	<u>Projected Staffing</u>
Central Station	89	12	101
Southern Station	93	12	105
Potrero Station	86	17	103
Mission Station	115	20	135
Northern Station	120	15	135
Park Station	64	14	78
Richmond Station	59	14	73
Ingleside Station	96	14	110
Taraval Station	73	14	87
Tenderloin Station	58	15	73
Traffic Division	58	10	68
Crime Prevention Task Force	50	10	60
Muni Transit	<u>30</u>	<u>20</u>	<u>50</u>
Total	991	187	1,178

3. The Controller estimates that the projected cost of the proposed MOU is as follows for Fiscal Years 1993-94, 1994-95 and the ongoing cost thereafter, based on 1994-95 salary levels. The costs for 1993-94 will be paid from the Department's existing budget, with no new funds. The costs for 1994-95 are included in the Mayor's recommended 1994-95 budget.

	<u>1993-94</u>	<u>1994-95</u>	<u>Annual Ongoing Costs after 1994-95</u>
Increased Salaries	\$1,221,033	\$6,844,343	\$10,075,068
Fringe Benefits	455,690	2,554,309	3,761,135
Attrition Savings	(831,953)	(2,828,641)	
Additional Overtime Spending	<u>75,000</u>	<u>559,125</u>	<u>936,000</u>
Net Increase	\$919,770	\$7,129,136	\$14,772,203

Based on the Budget Analyst's review of the Controller's estimate, and a review of the Police Department's 1994-95 proposed budget, we concur with the estimated costs shown above.

4. The MOU further provides that the strength of the Police Department shall be maintained at no less than 1,971 sworn Police Officers. The MOU also states that, beginning in November, 1995, if the number of sworn Q2 Police Officers drops below the levels listed in Point 2 above, Extended Work Week (i.e. Police overtime) will be utilized to bring staffing up to the specified levels. For purposes of determining staffing levels, Police Officers are not counted if they are on extended sick leave, leave without pay, disability leave, detailed outside their units or otherwise unavailable for duty, shall not be counted as part of their unit's staffing levels. Therefore, actual staffing levels will have to increase over the levels specified in the table in Point 2 above to account for Police Officers who are not available for the reasons listed above.

5. The MOU also provides that, beginning November, 1994, if the actual number of Inspectors drops below the level of 285, overtime would be used to increase staffing to the specified level of 285 full time equivalent Inspectors. However, the MOU stipulates that should the Department reach an agreement on career development (to be negotiated), Sergeants may be substituted for Inspector's positions.

6. Lastly, the MOU stipulates that the City will continue to identify the need to civilianize certain positions within the Department and that particular attention will be given to administrative positions that are currently filled by sworn officers. The MOU states that the number of promotive positions in the Department (i.e. ranks above the Q2 Police Officer level, such as Sergeants, Lieutenants and Captains) shall not be reduced, in order to preserve affirmative action goals for promotional opportunities, unless a sworn position is civilianized.

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June 8, 1994

Comment

The potential cost of provisions to "backfill" sworn positions should staffing levels fall below levels prescribed by the MOU (described in points 4 and 5 above) has not been included in the cost estimates of the Controller as shown in Point 3 above. Should such costs be incurred, through non-compliance with the terms of the MOU, the potential liability of paying overtime to backfill Police Officer and Inspector positions could be significant. These potential costs cannot be estimated at this time.

Recommendation

The proposed resolution is a policy matter for the Board of Supervisors.

Item 4 - File 170-94-9

Department: Chief Administrative Officer

Item: Proposed resolution determining and declaring that the public interest and necessity demand the construction or completion by the City and County of San Francisco of the following municipal improvements, to wit: construction and reconstruction of certain improvements to City Hall, including life safety improvements, providing disabled access, historic preservation, electrical power and systems upgrade, functional space conversions and provision of a childcare facility, including related acquisition, construction and reconstruction necessary or convenient for the foregoing purpose, that the estimated cost of Fifty One Million Two Hundred Twenty Seven Thousand Dollars (\$51,227,000) for said municipal improvements is or will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness.

Amount: \$51,227,000

Description: City Hall is currently expected to be closed between January 1, 1995 and September 30, 1997 for seismic strengthening. The Department of Public Works (DPW) has proposed to undertake additional bond-funded non-seismic capital improvements to City Hall, which would be undertaken concurrently with the previously programmed seismic improvement projects. The proposed \$51,227,000 General Obligation bond measure would be used to finance the non-seismic capital improvement projects at City Hall which have been proposed by DPW. DPW reports that cost savings could be realized by integrating the proposed non-seismic capital improvements with the previously planned seismic strengthening construction projects, while the building is closed.

DPW reports that the intent of this bond proposal is to provide for a safe, accessible, and technologically equipped work place in City Hall. DPW reports that, for the last 80 years, construction improvements at City Hall have occurred sporadically in a non-systematic manner and without a comprehensive approach to long-term planning. DPW reports that City Hall's current systems and design are inconsistent with current life safety and accessibility standards, including standards related to fire protection and emergency evacuation warning systems.

The specific non-seismic capital improvement projects which have been proposed by DPW and which would be financed by

the proposed \$51.2 million General Obligation Bonds are presented below.

Life Safety Improvements - Base Proposal \$2,996,000

Funds would be used for a fire alarm system (\$1,133,000) and a back up emergency power generator (\$1,863,000). The fire alarm system would include smoke detectors, manual pull stations, magnetic door holders, alarm speaker horns, and strobe lights to provide visual alarms, as required under the U.S. Americans with Disabilities Act (ADA). The emergency generator would provide back up power for City Hall's illuminated exit signs, fire alarm system, telephone system, and computer system. DPW reports that, at the present time, City Hall lacks a fire alarm system and an emergency generator.

Life Safety -Additional Recommendations 5,862,000

In addition to the minimum recommended Life Safety system described above, DPW recommends a further augmentation of City Hall's life safety system to include a fire sprinkler system. Installation of a fire sprinkler system would include asbestos abatement in the ceilings. The estimated \$5.86 million cost includes \$2,485,000 to install sprinklers in City Hall offices, and \$3,377,000 to install sprinklers in hallways and stairways.

Disabled Access - Base Proposal 5,441,000

Funds are requested to provide access to all public spaces in City Hall to the minimum extent required by the ADA and the California Building Code (Title 24). DPW would evaluate disability access barriers and design and implement appropriate modifications. Examples of disability access barriers include doors, stairs, drinking fountains, and fixed seating and aisles. Funds would also be used to construct ramps at the Polk Street entrance, including changes in landscaping and irrigation; to remodel restrooms; and to develop appropriate signage such as building and floor directories. These improvements are further itemized as follows:

Barrier removal - public spaces	\$3,479,000
Polk Street ramp	2,370,000
Restroom remodeling - public spaces	893,000
Signage	<u>199,000</u>
Subtotal	\$6,941,000
Credit from Seismic Bond funds	<u>(1,500,000)</u>
Total	\$5,441,000

Disabled Access - Additional Recommendations

\$4,938,000

In addition to the minimum disabled access modifications for public areas which are described in the base proposal, DPW also proposes to improve disability access in the departmental areas of City Hall. These improvements are further itemized as follows:

Barrier removal - department spaces	\$2,933,000
Restroom remodeling - department spaces	583,000
Relocating mechanical controls (e.g. thermostats, radiators)	155,000
Relocating electrical controls (e.g. light switches, electrical outlets)	<u>1,267,000</u>
Total	\$4,938,000

Vacated Court Space Conversion **10,585,000**

Funds would be used to convert approximately 115,000 square feet of space on the third and fourth floors which will be vacated by the Superior and Municipal Courts, for use as general office space. DPW's estimated cost is \$10,585,000 to convert 115,000 square feet of space, or approximately \$92 per square foot. According to DPW, conversion should be carried out in conformance with guidelines for historic preservation, since City Hall is a registered National Historic Landmark. Courtroom furnishings would be removed in 23 courtrooms and replaced with general office configurations. 75 percent of judges' chambers would be retained for private offices, while 25 percent of existing judges chambers would be modified for flexible office space planning. Other spaces which have been significantly altered over time would be rehabilitated using a building standard which is consistent with the original construction materials.

Electrical Improvements

5,098,000

Funds would be used to upgrade the electrical distribution system and to implement energy conservation upgrades to the City Hall lighting system. Of the \$5.1 million in bond funds requested for electrical improvements, \$4,455,000 would be used for a new electrical distribution system.

Funds are also requested to replace all office lighting with new energy efficient fixtures; to add new fixtures in the most poorly lit areas of the building; to remove all PCB ballasts; and to install energy efficient light fixtures and motion sensor controls in private offices. DPW estimates that total costs for the new lighting system will be approximately \$643,000.

As a result of installing more energy efficient equipment, DPW estimates that the City will save approximately \$540,000 in energy costs over the life of the proposed new lighting system.

Voice/Data Communications Network **\$2,879,000**

Funds are requested to provide a modern voice and data communication system, including a centralized distribution system for telephonic communications. DPW states that the current communications system at City Hall is antiquated. DPW proposes to install new cable throughout the building and to install new switching equipment. DPW states that a centralized voice/data communication system would facilitate the coordination of inter-departmental operations.

Historic Preservation **13,000,000**

Funds are requested to preserve the historically significant interior and exterior features of City Hall, based on guidelines established by the State Historic Preservation Office and the U.S. Department of the Interior. DPW reports that there has been a minimal amount of removal, alteration, or destruction of the original building fabric, and therefore, funds are requested for enhanced preservation activities. These activities would include cleaning all exterior granite, cleaning all interior marble and limestone, repairing and repainting ornamental materials, replacing or installing skylights, and rehabilitating historic elevators in the northeast corner of the building.

Child Care Facility **428,000**

Funds are requested to provide a child care facility at City Hall with a capacity for 30 children. DPW notes that the San Francisco City Planning Code requires private developers of new office and hotel space in the City either to provide child care facilities on or near the site of the development, or to pay an in-lieu fee to the City for the expansion of affordable child care facilities. In addition, DPW notes that the State of California requires any State office building constructed after 1982 to provide on site child care facilities; if child care is not provided, State employees are provided with a direct child care subsidy. DPW advises that the construction of a child care facility at City Hall would be consistent with State and local law concerning the provision of child care facilities by State and other local employers. DPW also reports that productivity has been shown to increase and absenteeism has been shown to decrease in response to employer-provided child care programs.

The proposed facility would accommodate 30 pre-school children. The facility would be open to the public with first

preference for enrollment given to City employees. DPW recommends that the facility should be operated by a private contractor.

TOTAL

\$51,227,000

Comments:

1. The Capital Improvements Advisory Committee (CIAC), which is chaired by the Chief Administrative Officer (CAO) is responsible to prioritize the City's proposed capital improvement projects. The CAO advises that, "while this proposal would generally not have a high priority for the CIAC, it has been given a higher priority than would otherwise be the case because the work can only be performed while the building is closed and also because there are likely to be some commercial rent savings if we can move rent-paying departments into the vacated third and fourth floor space in City Hall."

2. The CIAC has recommended that a bond issue of only \$39,850,000, rather than \$51,227,000, be placed before the voters. The CIAC recommends a reduction of \$15,460,000 in the bond program prepared by DPW, from \$51,227,000 to \$35,767,000, but also recommends that the bond program be expanded by \$4,083,000, from \$35,767,000 to \$39,850,000. The \$4.08 million augmentation recommended by the CIAC would provide additional funds for renovations and improvements to City Hall offices and work spaces, in order to provide better public services and a more productive working environment. According to the CAO, such improvements could include space reconfigurations, relocated electrical or telecommunications equipment, or other improvements which are recommended by individual departments to improve service. The CIAC has estimated the cost of these additional recommended improvements (which were not included in DPW's original bond program) at \$30 per square foot for approximately 136,100 square feet of space which is not currently used by the Courts.

The following table summarizes the original bond program as prepared by DPW and the recommendations of the CIAC:

Component	Proposed by DPW	Recommended by CIAC	Recommended Increase/ (Reductions) by CIAC
<u>DPW Proposed Bond Program</u>			
Life Safety Improvements - Base Proposal	\$2,996,000	\$2,996,000	\$ 0
Life Safety -Additional Recommendations	5,862,000	2,485,000	(3,377,000)
Disabled Access - Base Proposal	6,941,000	6,941,000	0
Disabled Access- Credit from Seismic Bonds	(1,500,000)	0	1,500,000
Disabled Access - Additional Recommendations	4,938,000	4,355,000	(583,000)
Vacated Court Space Conversion	10,585,000	10,585,000	0
Electrical Improvements	5,098,000	5,098,000	0
Voice/Data Communications Network	2,879,000	2,879,000	0
Historic Preservation	13,000,000	0	(13,000,000)
Child Care Facility	<u>428,000</u>	<u>428,000</u>	<u>0</u>
Total	\$51,227,000	\$35,767,000	(\$15,460,000)
<u>New Projects recommended by CIAC</u>			
Renovation of all non-Court spaces			
\$30 per sq. ft. x 136,100 square feet	<u>0</u>	<u>4,083,000</u>	<u>4,083,000</u>
Total	\$51,227,000	\$39,850,000	(\$11,377,000)

3. As shown above, the DPW included a \$1.5 million credit from existing Seismic Bonds in its \$51.2 million estimate of total project costs for the proposed new bond program. However, the CIAC's recommended project expenditures of \$39,850,000 for this bond program do not reflect such a \$1.5 million credit from the existing Seismic Bonds.

According to Mr. Steve Nelson of the CAO's Office, \$1.5 million in existing Seismic Bond funds will be available to finance some of the disability access improvements which have been included in the proposed bond program for City Hall building improvements. Therefore, Mr. Nelson indicates that the CIAC's recommended bond issue of \$39,850,000 (exclusive of the credit) should be reduced by \$1.5 million (to reflect the credit) to a revised recommended amount of \$38,350,000.

Mr. Nelson reports that this \$1.5 million credit represents funds which were included in the previously issued funds under the Earthquake Safety Program II specifically for disability access improvements at City Hall. DPW has determined that these existing bond funds will not be sufficient to make all of the required disability access improvements at City Hall. The bond program which is the subject of the proposed resolution therefore includes \$11,879,000 (\$6,941,000 plus \$4,938,000) for the remaining disability access improvements at City Hall. To facilitate the administration of

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all bond funded disability access projects at City Hall, the CAO will credit the \$1.5 million which was provided through the Earthquake Safety Program II against the \$11.9 million estimated cost of the additional disability access improvements which are needed at City Hall, as detailed in the bond program report prepared by DPW. This will result in a net additional cost for the disability access improvements of \$10,379,000 (\$11,879,000 less \$1,500,000).

4. The Controller's Office estimates that the sale of the proposed General Obligation bonds in the revised amount of \$38,350,000 (as recommended by the CIAC) would result in an increase in the property tax rate for 1994-95 of approximately \$0.006 per \$100 of assessed value. At this rate, the owner of a house assessed at \$250,000 would pay \$14.58 in additional property taxes in 1994-95 (the first \$7,000 of the property's assessed value is exempt from taxation).

5. The State General Obligation Bond Law requires that, in order for the City to issue General Obligation Bonds, a resolution of public convenience and necessity must be adopted by a two-thirds vote of the Board of Supervisors, and the proposed bonds must be approved by two-thirds of the electorate. If the proposed resolution (determining and declaring that public interest and necessity justify the proposed bonds) is approved by a two-thirds vote of the Board of Supervisors, the City Attorney will prepare an ordinance to submit the proposed bond issue to the voters.

6. The expenditure of any of the proposed General Obligation Bond funds would require a supplemental appropriation to be approved by the Board of Supervisors if the electorate approves the proposed General Obligation Bonds.

- Recommendations:**
1. Amend the proposed resolution to provide for a proposed bond issue of \$38,350,000, rather than \$51,227,000, as recommended by the Capital Improvements Advisory Committee and the CAO (as discussed in Comment Nos. 3 and 4), by substituting "Thirty Eight Million Three Hundred Fifty Thousand Dollars (\$38,350,000)" in place of "Fifty One Million Two Hundred Twenty Seven Thousand Dollars (\$51,227,000)" at (1) page 1, lines 11-12, (2) page 2, lines 2-3; (3) page 2, lines 8-9, and (4) page 2, lines 14-15.
 2. Approval of the proposed resolution is a policy matter for the Board of Supervisors.

Item 5 - File 170-94-10

Department: Chief Administrative Officer

Item: Proposed resolution determining and declaring that the public interest and necessity demand the construction or completion by the City and County of San Francisco of the following municipal improvements, to wit: construction and reconstruction of certain improvements to the existing Main Library Building for the purpose of relocating the Asian Art Museum to such location, including seismic upgrading, asbestos abatement, providing access for the disabled, and other building code-required improvements, that the estimated cost of Forty-One Million Seven Hundred Twenty-Nine Thousand Seven Hundred Dollars (\$41,729,700) for said municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness.

Amount: \$41,729,700

Description: The Asian Art Museum reports that it is dedicated to developing the finest museum in the Western world devoted to Asian art, thereby establishing a bridge of cultural understanding between the peoples of the East and West. The Asian Art Museum is currently located adjacent to the M.H. De Young Museum in Golden Gate Park.

The City is currently constructing a new Main Library Building in the Civic Center. The building is scheduled to be completed in 1996. When the Public Library moves to this new facility, the existing Main Library building ("Old Main Library") will be vacated. Present plans call for the Asian Art Museum, currently located in Golden Gate Park, to occupy the Old Main Library building once the new Main Library is completed.

The proposed \$41.7 million General Obligation Bonds would be used to provide seismic strengthening, disabled access, asbestos removal, and facility upgrades at the existing Old Main Library building in order to (1) properly and safely house the Asian Art Museum, (2) preserve the library building, and (3) enhance the cultural vitality of the Civic Center.

The proposed \$41.7 million in General Obligation bonds would be augmented by \$9.4 million in previously approved Earthquake Safety bonds and \$30.7 million in anticipated private contributions, to fund total project costs of \$81.8

million to improve the Old Main Library facility in order to relocate the Asian Art Museum, as follows:

Proposed General Obligation Bonds

Seismic improvements	\$39,167,240	
Disabled access	1,327,905	
Compliance with building codes	1,224,405	
Asbestos abatement	<u>10,150</u>	
Total Proposed Bond Funds		\$41,729,700

Existing Earthquake Safety Bonds

Seismic improvements	\$9,130,000	
Asbestos abatement	<u>290,000</u>	
Total Earthquake Safety Bond Funds		9,420,000

Estimated private contributions 30,677,400

Total Cost of Improvements \$81,827,100

If the proposed bonds are approved by the electorate in November, 1994, the Asian Art Museum reports that design development would begin in January 1995, construction would begin in June 1997, and relocation of the Asian Art Museum would be programmed for December, 1999.

This project was included in a \$94 million Cultural Facilities Bond Program which appeared on the November, 1993 ballot but failed to receive the required two-thirds majority approval. As a result, the Asian Art Museum reports that renovations of the Old Main Library to house the Asian Art Museum will be delayed by one year (if the electorate approves the proposed General Obligation Bonds in November, 1994) until June 1997, which is one year after the Public Library is expected to move to the New Main Library building in June, 1996.

Comments:

1. As shown in the table above, \$39,167,240 or 93.9 percent of the \$41,729,700 in proposed General Obligation bonds would be used for seismic improvements at the Old Main Library. According to the Asian Art Museum, the main objectives of the proposed building improvements at the Old Main Library are public safety, reduction of seismic damage hazards to the building's architecturally significant features, and protection of the Asian Art Museum's priceless collection of Asian Art.

In the Loma Prieta Earthquake of October, 1989, 26 objects were damaged at the Asian Art Museum's current location in Golden Gate Park, with a total loss in value of approximately \$3.6 million. The Asian Art Museum reports that, "with a collection of international significance, and with an obligation

to protect those objects which have survived for hundreds of thousands of years, the Asian Art Museum's seismic performance goals far exceed the common performance expectations of a 'generic' building."

The specific seismic performance goals of the proposed building improvement program are:

In an earthquake of the magnitude of Loma Prieta, no loss to the Museum's collection;

In an earthquake of 5 times the severity of Loma Prieta, no loss to the Museum's collection;

In an earthquake comparable to the 1906 San Francisco Earthquake, no loss in storage, and less than one percent of the value of the art on display would be lost.

2. The Controller's Office estimates that the sale of the proposed General Obligation bonds in the amount of \$41,729,700 would result in an increase in the property tax rate for 1994-95 of approximately \$.0066 per \$100 of assessed value. At this rate, the owner of a house assessed at \$250,000 would pay \$16.04 in additional property taxes in 1994-95 (the first \$7,000 of the property's assessed value is exempt from taxation).

3. The Capital Improvements Advisory Committee (CIAC), which is chaired by the Chief Administrative Officer (CAO) is responsible to prioritize the City's proposed capital improvement projects. The CAO reports that the CIAC has recommended that this proposed General Obligation Bond measure be placed on the November, 1994 ballot.

4. The State General Obligation Bond Law requires that, in order for the City to issue General Obligation Bonds, a resolution of public convenience and necessity must be adopted by a two-thirds vote of the Board of Supervisors, and the proposed bonds must be approved by two-thirds of the electorate. If the proposed resolution (determining and declaring that public interest and necessity justify the proposed bonds) is approved by a two-thirds vote of the Board of Supervisors, the City Attorney will prepare an ordinance to submit the proposed bond issue to the voters.

5. The expenditure of any of the proposed General Obligation Bond funds would require a supplemental appropriation to be approved by the Board of Supervisors if the electorate approves the proposed General Obligation bonds.

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Recommendation: Approval of the proposed resolution is a policy matter for the Board of Supervisors.

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June 8, 1994

Item 6 - File 170-94-11

Department: Chief Administrative Officer

Item: Proposed resolution determining and declaring that the public interest and necessity demand the construction or completion by the City and County of San Francisco of the following municipal improvements, to wit: acquisition, construction and/or reconstruction of County correctional facilities, including replacement housing, administrative buildings, health clinics, training range, special housing units, health and safety improvements and renovation of certain improvements, that the estimated cost of One Hundred Ninety Eight Million Eight Hundred Fifty Three Thousand Dollars (\$198,853,000) for said municipal improvements is and will be too great to be paid out of the ordinary annual income and revenue of said City and County and will require the incurring of a bonded indebtedness.

Amount: \$198,853,000

Description: The City and County of San Francisco's adult detention system consists of three main jails, a work furlough facility, and a jail hospital ward. Of the three main jails, two are located at the Hall of Justice (County Jail No. 1, an intake facility, and County Jail No. 2, a high security, pre-trial felony facility). The third main jail (County Jail No. 3) is located in an unincorporated area of San Mateo County contiguous with the City of San Bruno. County Jail No. 3 houses sentenced misdemeanor prisoners and overflow pre-trial felony prisoners from the Hall of Justice.

County Jail No. 3 was constructed in 1932 and is the oldest continuously operating jail in California. The Department of Public Works (DPW) conducted a Condition Assessment and Seismic Evaluation in 1987, which has been followed by a series of consultants' studies and evaluations of the existing jail facility. According to DPW, the total cost to perform basic maintenance and repairs and to upgrade the building to meet seismic standards would be \$73 million to \$96 million, but the facility still would not comply with applicable State laws and building codes pertaining to minimum square footage for cells, day and dining rooms, and other facilities.

DPW reports that, if the State's minimum space requirements were enforced at the existing facility, the rated capacity would be reduced from its current level of 554 prisoners to only 340, at a time when the jail population is increasing.

The proposed \$198.9 million General Obligation bond issue includes \$135.1 million to construct a new jail facility at San Bruno with a total of 768 cells, at a cost per cell of approximately \$176,000, in contrast to DPW's estimated minimum cost of \$73 million to rehabilitate 340 cells which would meet applicable legal requirements, or a minimum of approximately \$214,700 per cell. DPW has also reported that, even if repairs are made to the existing Jail No. 3 facility at San Bruno, its useful life would not extend beyond 2007. DPW therefore reports that, "it would make more economic sense to invest in increasing the rated capacity to match the current inmate population level, and in so doing obtain a 'state of the art' facility to last for more than half a century, than to waste funding on an inefficient jail which may serve only half its current population for no more than 15 years."

DPW states that to expand and renovate the existing seven story Jail No. 3 detention facility to comply with all legal requirements and to house 768 inmates may cost as much as a new replacement facility. Upon completion of the replacement housing units for Jail No. 3, the existing seven story Jail No. 3 facility would be demolished. However, the Sheriff proposes to retain Jail No. 7 at San Bruno (a dormitory unit built in 1988), and to renovate the former Women's Jail building at San Bruno to provide specialized housing units.

The Sheriff, in conjunction with the DPW Bureau of Architecture, has proposed a \$198.9 million bond measure to construct replacement housing facilities, new specialized housing units, improved health care clinics, a modern services and administration building, a training range for Sheriff's Deputies, a farm and garden area, and related site and utility improvements at County Jail No. 3 at San Bruno. Among the facilities to be constructed which, according to the Sheriff, are non-existent or minimally provided at the existing facility, are emergency medical facilities, women's specialized counseling facilities, an in-house pharmacy with storage facilities, a psychiatric clinic and psychiatric housing, adequate operational, administrative, and support areas for jail personnel, expanded visiting facilities, improved security and supervision systems, separate outdoor exercise yards for each housing unit, educational and vocational training facilities, and a functioning heating plant.

The itemized costs of the proposed bond program are as follows:

Replacement Housing (San Bruno) \$135,100,000

Funds would be used to construct 768 cells in a total of eight low rise housing units, each with its own recreation yard and program activity spaces. Each cell will meet the minimum legal requirement for 70 square feet of floor space. County Jail No. 3 at San Bruno currently has a rated capacity for 554 prisoners. Replacement housing for 768 prisoners would therefore represent a 38.6 percent increase in rated capacity at Jail No. 3 in San Bruno. Compared to the adult detention system's current total rated capacity (at all of the City's detention facilities including the Hall of Justice) of 1,652 prisoners, an increase in rated capacity from 554 to 768 at Jail No. 3 (an increase of 214) would represent a 13 percent increase in the adult detention system's total rated capacity (1,652 plus 214 equals 1,866 new capacity compared to 1,652 existing capacity).

Services and Administration Building (San Bruno)

\$40,968,000

Funds would be used to construct a centralized facility for food preparation and distribution; a centralized laundry facility; and space for inmate intake and processing. The building would also house the facility's physical plant, including mechanical, electrical, and communications services; administrative offices; a visitors' lobby; and locker and assembly rooms for jail personnel.

Training Range Expansion/Enclosure (San Bruno)

10,284,000

According to the Sheriff's bond proposal, funds would be used for training range improvements in order to provide Sheriff's Deputies with adequate training facilities to meet the Sheriff's Department's "unique firearm training needs." These needs include facilities for rifle (long-range) shooting, mid-range shooting, and one-on-one confrontation training. The proposal states that the proposed training range would respond to these special needs while maintaining space for the maximum number of users per training session (currently at 24) without creating expansion of its capacity. The Capital Improvements Advisory Committee has determined that the cost of the training range can be reduced by \$2,023,000, from \$10,284,000 to \$8,261,000 based on a different space configuration.

Special Housing Units (San Bruno)

3,549,000

An existing building located at San Bruno, formerly the Women's Jail, would be converted to provide segregated housing for inmates with special problems or needs, in accordance with the Sheriff Department's housing policies. The building is already scheduled for a seismic upgrade under

the City's Earthquake Safety Program, Phase II. Funds would be used to renovate and adapt the building for special housing requirements. The Capital Improvements Advisory Committee has recommended a reduction of \$699,000 from the Sheriff's \$3,549,000 cost estimate, to \$2,850,000, since previously issued bond funds can be used to finance demolition of the interior of the former Women's Jail in order to convert it to special housing units.

The CAO reports that it is economically feasible to renovate the former Women's Jail because it is a small building whose interior can be rebuilt in a cost effective manner.

Health Clinic Renovations **\$2,400,000**
(all main jail facilities)

Funds would be used to improve four existing health clinics at County Jails Nos. 1 and 2 (located at the Hall of Justice) and at County Jail No. 3 (located at San Bruno). County Jail No. 2 has separate clinics for male and female inmates. The proposed funds include \$375,000 to renovate the health clinic at Jail No. 3 at San Bruno, and \$2,025,000 for health clinic renovations at Jails No. 1 and 2 at the Hall of Justice, where most medical screening is conducted.

The Capital Improvements Advisory Committee recommends that funding be reduced by \$533,000 from \$2,400,000 to \$1,867,000 based on a reduced estimate of construction costs per square foot.

The proposed new jail facility at Jail No. 3 would include a new health clinic. However, renovations to the existing health clinic are needed to comply with legal requirements until a new San Bruno facility is constructed, according to the CAO. The Mayor has recently proposed to move the inmate population at Jail No. 3 to alternative housing in Alameda County or elsewhere, until a new jail facility can be constructed at San Bruno. The CIAC notes that there would be no need to improve the existing health clinic at Jail No. 3, if the inmate population is moved, since the existing health clinic would not be needed and would be replaced with a new health clinic when the new facility re-opens.

Therefore, if prisoners are transferred to other facilities until a new San Bruno jail is constructed, the CIAC recommends a \$375,000 reduction in funding for the proposed health clinic improvements based on deleting the scheduled improvements at Jail No. 3.

The Health, Public Safety and Environment Committee of the Board of Supervisors has considered a proposed resolution (File 195-94-2) to make a policy statement that, beginning January 1, 1995, the City will rent bed space at Santa Rita Jail in Alameda County to house the current inmate population at Jail No. 3. The Mayor's Office and the Sheriff's Department have previously reported (File 195-94-2) that the impact of this proposed resolution, if approved, would be the closure of Jail No. 3. This proposed resolution (File 195-94-2) was considered by the Health, Public Safety, and Environment Committee at its meeting of May 24, 1994, and continued to June 14, 1994.

Mr. Steve Nelson of the CAO's Office states that, in order for the proposed General Obligation Bond measure to qualify for the November ballot, the subject proposed resolution (File 170-94-11) must be approved by the Budget Committee no later than June 15, 1994.

Since a policy decision whether to close Jail No. 3 at San Bruno has not yet been finalized, Mr. Nelson recommends that the \$375,000 cost of renovating the health clinic at Jail No. 3 be included in the proposed bond measure. If the inmate population is moved out of Jail No. 3 until a new facility is constructed, the health clinic renovations at Jail No. 3 would be unnecessary, and Mr. Nelson reports that the amount of the bonds which would be issued would be reduced by \$375,000, since these funds would not be needed to renovate the health clinic at Jail No. 3.

Mr. Nelson reports that the existing health clinic (whether or not it is renovated) will be demolished when Jail No. 3 is demolished, and that the proposed new Replacement Housing will include a new health clinic for Jail No. 3.

In summary, the Sheriff requested \$2,400,000 for health clinic renovations at all main jail facilities (Jails No. 1, 2, and 3). The CIAC recommended a funding reduction of \$533,000, from \$2,400,000 to \$1,867,000 based on lower construction cost per square foot. The recommended funding level of \$1,867,000 includes \$1,492,000 for health clinic renovations at the Hall of Justice (Jails No. 1 and 2) and \$375,000 (which may or may not be needed) for health clinic renovations at Jail No. 3 at San Bruno.

Warehouse and Motor Pool Buildings (San Bruno)

\$2,613,000

A new warehouse would be used to support the centralized laundry and food preparation facilities in the Service Building. It will be located apart from the Service Building because the

Warehouse is not required to be in a high security area, and savings in construction costs can therefore be achieved. A Motor Pool Building will provide adequate covered facilities for vehicle storage at Jail No. 3, and to provide space for light maintenance and minor repairs. Major repairs and required inspections would continue to be performed in the City's Central Shop facilities.

Improvements to Farm and Garden (San Bruno) 411,000
Under the proposal, agricultural spaces at Jail No. 3 would be expanded, and small scale facilities for classrooms, storage, barns, and greenhouses would be upgraded. These facilities would also provide a permanent home for a bison herd which is maintained on site in cooperation with the San Francisco Zoo.

Demolition of Jail No. 3 (San Bruno) 3,528,000
The existing seven story detention facility at Jail No. 3, which was built in 1932, will be demolished once the replacement housing units are substantially complete, beginning in the Summer or Fall of 1999. The replacement housing units are currently scheduled to be completed in the Fall of 2000.

Total \$198,853,000

Comments:

1. The Controller's Office estimates that the sale of the proposed General Obligation bonds in the amount of \$198,853,000 would result in an increase in the property tax rate for 1994-95 of approximately \$0.0314 per \$100 of assessed value. At this rate, the owner of a house assessed at \$250,000 would pay \$76.30 in additional property taxes in 1994-95 (the first \$7,000 of the property's assessed value is exempt from taxation).

2. The Capital Improvements Advisory Committee (CIAC), which is chaired by the Chief Administrative Officer (CAO) is responsible to prioritize the City's proposed capital improvement projects. According to the CAO, "the CIAC recognizes the need to replace Jail No. 3 and feels that this is one of the City's highest priorities for the use of General Obligation Bonds."

3. The CIAC has recommended that a bond issue of only \$195,598,000, rather than \$198,853,000, be placed before the voters, based on recommended reductions of \$3,255,000 in the proposed bond program which was submitted by the Sheriff. The following table summarizes the original bond program as submitted by the Sheriff and the recommendations of the CIAC:

Memo to Budget Committee
June 8, 1994

<u>Component</u>	<u>Requested by Sheriff</u>	<u>Recommended by CIAC</u>	<u>Recommended Increase/ (Reductions) by CIAC</u>
Replacement Housing	\$135,100,000	\$135,100,000	\$ 0
Services and Administration Building	40,968,000	40,968,000	0
Training Range Expansion/Enclosure	10,284,000	8,261,000	(2,023,000)
Special Housing Units	3,549,000	2,850,000	(699,000)
Health Clinic Renovations (all main jail facilities)	2,400,000	1,867,000	(533,000)*
Warehouse and Motor Pool Buildings	2,613,000	2,613,000	0
Improvements to Farm and Garden	411,000	411,000	0
Demolition of Jail No. 3	<u>3,528,000</u>	<u>3,528,000</u>	<u>0</u>
Total	\$198,853,000	\$195,598,000	(\$3,255,000)

* CIAC recommends a further reduction of \$375,000 to renovate the health clinic at Jail No. 3 if a policy decision is made to move all prisoners from Jail No. 3 to alternative housing prior to completion of the proposed new jail.

4. As noted above, the CAO recommends that \$375,000 be included in the proposed bond measure for renovations to the existing health clinic at Jail No. 3, since a decision has not yet been made to close the facility and transfer inmates to alternative housing. The CAO reports that, if the inmate population is moved out of Jail No. 3 until a new facility can be constructed, the amount of the bonds which would be issued would be reduced by \$375,000, since these funds would not be needed to renovate the health clinic at Jail No. 3.

However, the Budget Analyst questions whether it is necessary to renovate the existing health clinic at an estimated cost of \$375,000 even if Jail No. 3 continues to operate, and inmates continue to be housed in San Bruno, pending the construction of a new jail. Mr. Dennis Aftergut of the City Attorney's Office reports that, in response to litigation, the City was ordered by the Federal Court to submit a long term plan for the medical treatment of inmates. According to Mr. Aftergut, the City complied with this order in 1990 by submitting a plan which called for the creation of health care satellite clinics at each of the City's main jail facilities, including the proposed renovations to the health clinic at County Jail No. 3 at San Bruno. Mr. Aftergut states, however, that it is not clear that the City has been formally ordered by the Court to perform the proposed renovations to the existing clinic. Moreover, the City's medical treatment plan was submitted to the Court before the proposal to construct an entirely new jail facility in San Bruno, including a new health care clinic, was contemplated.

Mr. Aftergut states that, if the City took action to construct an entirely new jail facility, including a new health care clinic in San Bruno (such as the facility which will be constructed if the proposed General Obligation Bonds are approved by the electorate), it is not clear that the City would be legally required to renovate the existing health care clinic, as proposed in the Sheriff's bond program. In addition, if the proposed renovations to the existing health clinic at Jail No. 3 are not performed as originally planned, the City would be required to develop alternatives for the medical treatment of inmates at Jail No. 3 while a new jail is being constructed, which could be more or less costly than the proposed \$375,000 cost to renovate the existing clinic.

In summary, the Budget Analyst notes that the City does not appear to be under a specific legal mandate to renovate the existing health care clinic at Jail No. 3, which would be demolished after the new facility is constructed. Therefore, the Budget Analyst questions the cost effectiveness of renovating the existing health care clinic, which will later be torn down, compared to other alternatives which may be available to provide adequate medical care to the inmate population while the new facility is being constructed. However, the costs of providing alternative interim health care services for the inmate population have not been evaluated.

Given that the cost to provide alternative interim health care services has not been determined, the inclusion of the proposed \$375,000 in General Obligation funds to renovate the existing health care clinic at Jail No. 3 is a policy matter for the Board of Supervisors.

5. The State General Obligation Bond Law requires that, in order for the City to issue General Obligation Bonds, a resolution of public convenience and necessity must be adopted by a two-thirds vote of the Board of Supervisors, and the proposed bonds must be approved by two-thirds of the electorate. If the proposed resolution (determining and declaring that public interest and necessity justify the proposed bonds) is approved by a two-thirds vote of the Board of Supervisors, the City Attorney will prepare an ordinance to submit the proposed bond issue to the voters.

6. The expenditure of any of the proposed General Obligation Bond funds would require a supplemental appropriation to be approved by the Board of Supervisors if the electorate approves the proposed General Obligation bonds.

BOARD OF SUPERVISORS
BUDGET ANALYST

Memo to Budget Committee
June 8, 1994

- Recommendations:** 1. Amend the proposed resolution to provide for a proposed bond issue of \$195,598,000, rather than \$198,853,000, as recommended by the Capital Improvements Advisory Committee, (as discussed in the Description Section and in Comment No. 3 above), by substituting "One Hundred Ninety Five Million Five Hundred Ninety Eight Thousand Dollars (\$195,598,000)" in place of "One Hundred Ninety Eight Million Eight Hundred Fifty Three Thousand Dollars (\$198,853,000)" at (1) page 1, lines 9-11; (2) page 2, lines 2-3; (3) page 2, lines 8-9; and (4) page 2, lines 14-15.
2. Approval of the proposed resolution, including \$375,000 for renovations to the existing health clinic at Jail No. 3 which would later be demolished as part of the proposed new jail facility, is a policy matter for the Board of Supervisors.

Item 7 - File 27-94-3

This item is a hearing to consider the feasibility of establishing a departure tax on all international flights leaving from and arriving at San Francisco International Airport (SFO) and the potential revenues such a tax could raise.

The following is a summary of the potential revenues from instituting an Airport Departure Tax and Federal restrictions on the use of these revenues.

An Airport Departure Tax, also known as a Passenger Facility Charge (PFC) may be charged (\$1 to \$3 per passenger) on domestic and international departures provided under the Federal Aviation Safety and Capacity Expansion Act of 1990. The Airport has previously reported to the Budget Analyst that the PFC cannot be assessed on non-revenue passengers including airline employees and their families and those passengers using frequent flier tickets.

The Federal legislation requires that any revenues generated through a PFC must be used specifically to enhance the capacity, safety, or security of the air transportation system, promote competition, reduce noise or expand passenger facilities. In addition, airports must also meet Federal noise standards, which are less stringent than those noise standards currently imposed for SFO. This Federal legislation also requires airports to apply to the Secretary of Transportation to impose a PFC. A PFC may only be imposed if the Secretary of Transportation makes affirmative findings that the amount and duration of the proposed PFC would be necessary to fund specific PFC eligible projects. Also according to Federal legislation, none of the revenues generated from a PFC may return to the City's General Fund, but rather these revenues must be used specifically for the types of capital improvement projects which are outlined above.

According to Mr. John Martin of the Airport, although there are also restrictions on the transfer of revenues to the General Fund under the Airport's existing landing fee agreement, Mr. Martin advises that Federal law requires PFC revenues to be used for specific types of Airport capital improvement projects only and, therefore, the revenues from such PFC charges cannot be transferred to the City's General Fund.

Mr. Martin reports that approximately 16 million passenger departures, including non-revenue passenger departures, occur annually from SFO. However, Mr. Martin was unable to specify the annual number of non-revenue passenger departures from SFO. Therefore, the total annual revenues generated for the Airport would be somewhat less than the range of \$16 million to \$48 million, depending on the charge per passenger which would be assessed (\$1 to \$3 per passenger) and depending on the number of non-revenue passengers.

In addition, based upon information provided by the City Attorney's Office, the Airport's current noise standards require airlines to retire noisy (Stage II) aircraft, and replace them with quieter aircraft (Stage III) at a faster rate than established by Federal regulations. However, Federal law prohibits airports from assessing PFCs if restrictions are adopted which are more stringent than the restrictions permitted by the Federal Aviation Administration (FAA). Therefore, Ms. Gretchen Nicholson, of the City Attorney's Office, reports that in addition to the fact that the revenues from PFC charges cannot be transferred to the City's General Fund, since SFO has adopted more stringent noise standards, San Francisco cannot even currently impose a Passenger Facility Charge (PFC).

Item 8 - File 32-94-2

Note: This item was continued by the Budget Committee at its meeting of May 25, 1994.

Item: Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992.

Description: On April 27, 1994 the Budget Analyst issued a report to the Board of Supervisors pertaining to a Franchise Fee Audit of Viacom Cablevision of San Francisco. This report includes Viacom's reporting of Gross Receipts and payments of Franchise Fees for Calendar Years 1991 and 1992. In this audit the Budget Analyst determined that Viacom owes the City \$163,899 in Franchise Fees for Calendar Years 1991 and 1992. In the Franchise Fee Audit report, the Budget Analyst recommends that the Board of Supervisors should:

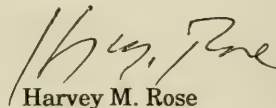
- Direct Viacom to immediately remit to the City the understated Franchise Fees owed for Calendar Years 1991 and 1992 estimated at \$163,899 as well as the directly related Franchise Fees to the City that were not remitted for the years before 1991 and after 1992.
- Request the Controller's Office to collect (a) the \$163,899 in understated Franchise Fees owed to the City for Calendar Years 1991 and 1992 based on Viacom's understatements of Gross Receipts reported to the City, as detailed in the Franchise Fee Audit report, and (b) the additional Franchise Fees owed to the City for Viacom's understatements of Gross Receipts for years before 1991 and after 1992.
- Advise Viacom to strictly comply with all terms of the Franchise Agreement effective immediately by not taking any deductions from revenues, other than for pass through taxes, when reporting its Gross Receipts to the City.
- Consider amending the Franchise Agreement to specifically allow Viacom to exclude from its Gross Receipts reports to the City, the value of free services to non-profit organizations that provide residential or other humanitarian services.

The Franchise Fee Audit also examined the distribution of Franchise Fee revenues by the City to the Cable Television Access Development and Program Fund for the benefit of public, educational and government access. In regard to public, educational and government access, the Budget Analyst made the following recommendation:

- Amend the Administrative Code to add a requirement that all organizations receiving monies from the Cable Television Access Development and Program Fund, for the purpose of providing public, educational and governmental access activities, submit an annual report and financial accounting to the Board of Supervisors at the end of each fiscal year. The annual report and financial accounting should include a description of the access program and details of the revenues and expenditures for each fiscal year.

Comment:

Viacom's Attorney, Mr. David M. Balabanion, submitted a letter to the Clerk of the Board which provided Viacom's analysis of the legal issues raised by the Budget Analyst's Franchise Fee Audit. As of the writing of this report the City Attorney's Office has not completed their review of the legal issues.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

Memo to Budget Committee
June 8, 1994

REVISED
Item 4 - File 170-94-9

preference for enrollment given to City employees. DPW recommends that the facility should be operated by a private contractor.

TOTAL

\$51,227,000

Comments:

1. The Capital Improvements Advisory Committee (CIAC), which is chaired by the Chief Administrative Officer (CAO) is responsible to prioritize the City's proposed capital improvement projects. The CAO advises that, "while this proposal would generally not have a high priority for the CIAC, it has been given a higher priority than would otherwise be the case because the work can only be performed while the building is closed and also because there are likely to be some commercial rent savings if we can move rent-paying departments into the vacated third and fourth floor space in City Hall."

In subsequent discussions with the CAO, Mr. Nothenberg explained that above-cited quote was taken out of context. Mr. Nothenberg advised the Budget Analyst that because of the timing with respect to when City Hall would be vacant, this proposed project, to use General Obligation Bonds to finance the non-seismic capital improvements at City Hall, is considered to have the highest of priorities.

2. The CIAC has recommended that a bond issue of only \$39,850,000, rather than \$51,227,000, be placed before the voters. The CIAC recommends a reduction of \$15,460,000 in the bond program prepared by DPW, from \$51,227,000 to \$35,767,000, but also recommends that the bond program be expanded by \$4,083,000, from \$35,767,000 to \$39,850,000. The \$4.08 million augmentation recommended by the CIAC would provide additional funds for renovations and improvements to City Hall offices and work spaces, in order to provide better public services and a more productive working environment. According to the CAO, such improvements could include space reconfigurations, relocated electrical or telecommunications equipment, or other improvements which are recommended by individual departments to improve service. The CIAC has estimated the cost of these additional recommended improvements (which were not included in DPW's original bond program) at \$30 per square foot for approximately 136,100 square feet of space which is not currently used by the Courts.

The following table summarizes the original bond program as prepared by DPW and the recommendations of the CIAC:

**BOARD OF SUPERVISORS
BUDGET ANALYST**

DOCUMENTS DEPT.

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Memo to Budget Committee
June 8, 1994

Component	Proposed by DPW	Recommended by CIAC	Recommended Increase/ (Reductions) by CIAC
<u>DPW Proposed Bond Program</u>			
Life Safety Improvements - Base Proposal	\$2,996,000	\$2,996,000	\$ 0
Life Safety -Additional Recommendations	5,862,000	2,485,000	(3,377,000)
Disabled Access - Base Proposal	6,941,000	6,941,000	0
Disabled Access- Credit from Seismic Bonds	(1,500,000)	0	1,500,000
Disabled Access - Additional Recommendations	4,938,000	4,355,000	(583,000)
Vacated Court Space Conversion	10,585,000	10,585,000	0
Electrical Improvements	5,098,000	5,098,000	0
Voice/Data Communications Network	2,879,000	2,879,000	0
Historic Preservation	13,000,000	0	(13,000,000)
Child Care Facility	<u>428,000</u>	<u>428,000</u>	<u>0</u>
Total	\$51,227,000	\$35,767,000	(\$15,460,000)
<u>New Projects recommended by CIAC</u>			
Renovation of all non-Court spaces			
\$30 per sq. ft. x 136,100 square feet	<u>0</u>	<u>4,083,000</u>	<u>4,083,000</u>
Total	\$51,227,000	\$39,850,000	(\$11,377,000)

3. As shown above, the DPW included a \$1.5 million credit from existing Seismic Bonds in its \$51.2 million estimate of total project costs for the proposed new bond program. However, the CIAC's recommended project expenditures of \$39,850,000 for this bond program do not reflect such a \$1.5 million credit from the existing Seismic Bonds.

According to Mr. Steve Nelson of the CAO's Office, \$1.5 million in existing Seismic Bond funds will be available to finance some of the disability access improvements which have been included in the proposed bond program for City Hall building improvements. Therefore, Mr. Nelson indicates that the CIAC's recommended bond issue of \$39,850,000 (exclusive of the credit) should be reduced by \$1.5 million (to reflect the credit) to a revised recommended amount of \$38,350,000.

Mr. Nelson reports that this \$1.5 million credit represents funds which were included in the previously issued funds under the Earthquake Safety Program II specifically for disability access improvements at City Hall. DPW has determined that these existing bond funds will not be sufficient to make all of the required disability access improvements at City Hall. The bond program which is the subject of the proposed resolution therefore includes \$11,879,000 (\$6,941,000 plus \$4,938,000) for the remaining disability access improvements at City Hall. To facilitate the administration of

BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

AUG 27 1996

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WEDNESDAY, JUNE 15, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

ABSENT: SUPERVISOR BIERMAN ON ITEMS #3 & 5

CLERK: MARY L. RED

1. File 101-94-1. [Interim Annual Appropriation Ordinance] Interim Annual Appropriation Ordinance, fiscal year 1994-95, an ordinance appropriating all estimated receipts and all estimated expenditures for the City and County of San Francisco for the fiscal year ending June 30, 1995. (Mayor)

ACTION: Hearing held. Amended per recommendations of Budget Analyst report dated 6/13/94, page 2, Controller's recommendations; pages 6 and 6a, recommendations for exceptions for positions and programs to be added (Municipal Railway, Hetch Hetchy and Public Health Department), Supervisor Alioto dissenting on exceptions for positions. Further amended by including Medical Examiner/Coroner in exceptions for positions and cutting Mayor's interim budget (exempting from cuts Emergency Services, Children's Funds, and two positions, Teresa Sarata and Theresa Lee). Same title. RECOMMENDED AS AMENDED.

2. File 102-94-1. [Interim Annual Salary Ordinance] Interim Annual Salary Ordinance for fiscal year ending June 30, 1995 entitled "[Annual Salary Ordinance Fiscal Year 1994-95] An ordinance enumerating positions in the Annual Budget and Appropriation Ordinance for the fiscal year ending June 30, 1995, continuing, creating or establishing these positions; created by Charter or State law for which compensation are paid from City and County funds and appropriated in the Annual Appropriation Ordinance; authorizing appointments or continuation of appointments thereto; specifying and fixing the compensations and work schedules thereof; and authorizing appointments to temporary positions and fixing compensations therefor. (Department of Human Resources)

ACTION: Hearing held. Amended per recommendations of Budget Analyst report dated 6/13/94, page 2, Controller's recommendations; pages 6 and 6a, recommendations for exceptions for positions and programs to be added (Municipal Railway, Hetch Hetchy and Public Health Department), Supervisor Alioto dissenting on exceptions for positions. Further amended by including Medical Examiner/Coroner in exceptions for positions and cutting Mayor's interim budget (exempting from cuts Emergency Services, Children's Funds, and two positions, Teresa Sarata and Theresa Lee). Same title. RECOMMENDED AS AMENDED.

3. File 303-94-1. [Property Tax Allocation, Teeter Plan] Resolution implementing Teeter Plan Property Tax Allocation provisions; setting the Tax Loss Reserve Fund at 50% of the total delinquent secured taxes as governed by Revenue and Taxation Code Section 4703.2. (Controller)

ACTION: RECOMMENDED. (Supervisor Bierman absent)

4. File 100-94-8. [Budget, Possible Revenue Sources for 1994-95] Hearing to consider possible revenue sources to help balance the 1994-95 Budget of the City and County of San Francisco. (Supervisors Hsieh, Alioto, Bierman)

ACTION: Hearing held. Consideration continued to call of the chair.

5. File 97-94-39. [Dept of Social Services, Cash Revolving Funds] Ordinance amending Administrative Code, by amending Sections 10.157-1 and 10.157-2 to increase the amount held in the Department of Social Services Cash Revolving funds for AID to Families with Dependent Children and General Assistance. (Department of Social Services)

ACTION: Amended on page 1, line 4 by replacing "increase" with "decrease"; and on line 5 after "and" insert "increase the cash revolving funds held for." New title: "Ordinance amending Administrative Code, by amending Sections 10.157-1 and 10.157-2 to decrease the amount held in the Department of Social Services Cash Revolving funds for Aid to Families with Dependent Children and increase the cash revolving funds held for General Assistance." RECOMMENDED AS AMENDED. (Supervisor Bierman absent)

6. File 127-94-3. [Payroll Expense and Business Tax Increases] Ordinance amending Part III of the San Francisco Municipal Code by amending Section 903.1 thereof to increase the tax rate for businesses with total Payroll Expenses in excess of \$166,667 to 1.6% for 1994, and adding Section 1004.19 thereto to increase 1994 business tax rates on Gross Receipts by a comparable percentage. (Supervisor Hallinan)

ACTION: Hearing held. Recommended to Board "WITHOUT RECOMMENDATION" July 5, 1994 for public hearing at 3:00 p.m.

7. File 127-94-4.1. [Transient Occupancy Tax] Ordinance amending Part III, (Tax on Transient Occupancy of Hotel Rooms), of the Municipal Code by amending Section 502.7 thereto to add the Chinese Cultural and Trade Center Redevelopment Project Area as one of the Redevelopment Project Areas in which the tax and surcharges imposed by Sections 502, 502.5 and 502.6 of Article 7 shall be temporarily suspended to allow for the imposition of a 12 percent tax on occupancies of guest rooms in hotels in the Project Area, such 12 percent tax shall be levied pursuant to Section 7280 of the California Revenue and Taxation Code. (Supervisors Bierman, Alioto, Hsieh)

ACTION: RECOMMENDED. (Supervisors Alioto, Hsieh added as cosponsors)

8. File 93-94-13. [Memorandum of Understanding Police Officers Assoc.] Resolution ratifying Memorandum of Understanding between the City and County of San Francisco and the San Francisco Police Officers Association. (Supervisors Conroy, Alioto, Kennedy, Shelley)
(Continued from 6/8/94)

ACTION: Consideration continued to July 13, 1994.

9. File 32-94-2. [Franchise Fee Audit of Viacom for 1991 and 1992] Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992. (Supervisor Bierman) (Continued from 6/8/94)

ACTION: Continued to Closed Session on June 22 at 1:00 p.m. to meet with the City Attorney, under the provisions of the Brown Act, to receive information on pending litigation on this item.

10. 127-94-7. [Raise Utility Users Tax for Public Toilets] Hearing to consider an increase in the Utility Users Tax by one-quarter percent to pay for leasing 27 public toilets from the JCDecaux United Street Furniture, Inc. on an annual basis, eliminating the need to accept 4.5 advertising kiosks per toilet. (Supervisors Bierman, Kaufman)

ACTION: Consideration continued to call of the chair.

**BOARD OF SUPERVISORS****BUDGET ANALYST**

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

June 13, 1994

TO: Budget Committee

FROM: Budget Analyst

SUBJECT: June 15, 1994 Budget Committee Meeting

Items 1 and 2 - Files 101-94-1 and 102-94-1

1. These items are the Interim Annual Appropriation Ordinance (File 101-94-1) and Interim Annual Salary Ordinance (File 102-94-1) for Fiscal Year 1994-95.

2. The annual budget process for the City and County requires that the Board of Supervisors approve an Interim Annual Appropriation Ordinance and an Interim Annual Salary Ordinance for Fiscal Year 1994-95 on or before June 30, 1994. The purpose of these interim ordinances is to provide position and expenditure authorization for the various departments of the City and County during the time that the Board of Supervisors is reviewing the Mayor's recommended budget for Fiscal Year 1994-95. The budget is scheduled to be adopted by the Board of Supervisors on July 18, 1994.

3. The Interim Annual Appropriation Ordinance and Interim Annual Salary Ordinance are based on the Fiscal Year 1994-95 proposed budget recommendations of the Mayor. Hence, these ordinances include authorization and funding for all programs and program revisions which are included in the Mayor's proposed 1994-95 budget. Each program and program revision will be reviewed in detail during the budget hearings and sessions which have been scheduled by the Budget Committee from June 21 through June 30, 1994.

4. As a general policy, in previous years, the Board of Supervisors has not approved new positions and programs during the interim budget period without detailed review. This general policy has been implemented by instructing the Controller not to certify the availability of funds for new positions, new programs or program expansions during the interim budget period between July 1 and July 31. If an exception is approved by the Board of Supervisors, new positions can be filled effective July 1. Otherwise, new positions will generally not be filled until August 1 at the earliest.

5. The Administrative Provisions of the Interim Annual Appropriation Ordinance further state that no funds shall be allotted until August 1 for capital improvements and equipment. However, leased equipment is not subject to this provision. In certain cases, specific exceptions to these general policies have been approved by the Board of Supervisors. Exceptions have been based on such factors as new positions and programs that produce revenue or prevent major service deficiencies which would result from delays in filling new positions or starting new programs. Approval of some equipment purchases could result in cost savings.

6. The Controller has proposed minor revisions to the Administrative Provisions of the Annual Appropriation Ordinance (AAO) in order to (a) make the Administrative Provisions of the AAO consistent with actions previously taken by the Board of Supervisors during Fiscal Year 1993-94, (b) delete language which, the Controller believes to be superfluous and (c) reflect technical corrections.

The significant changes to the Administrative Provisions of the AAO as recommended by the Controller are as follows:

- a. Section 11.18 - Deletes obsolete language for the Controller to transfer funds received from the Federal and State governments for earthquake relief and to submit quarterly reports which are no longer necessary.
- b. Section 16 - Eliminates the current rates and rate increase provisions for business use of employees' privately owned vehicles and instead requires the use of the mileage rates allowed by the Internal Revenue Service (IRS), unless such mileage rates are specifically addressed to the contrary in a ratified Memorandum of Understanding. This would increase the current mileage rates of 24¢ per mile for in-City travel and 22¢ per mile for out-of-City travel to 28¢ per mile which is the current vehicle mileage rate allowed by the IRS. Mr. John Madden of the Controller's Office estimated that the increased annual cost of this amendment would be approximately \$10,000 and would be absorbed in departmental budgets.
- c. Section 18 - Encourages the use of the City's Travel Manager for arranging trips and allows, rather than mandates, the Controller to issue travel advances.

Due to the continuing salary freeze and uncertainty over Fiscal Year 1994-95 wages, the Controller has not recommended any amendments to the Administrative Provisions of the Annual Salary Ordinance (Section 1.3C, Charges and Deductions for Maintenance). Therefore, the Controller is recommending that the Fiscal Year 1994-95 charges and deductions for various services, such as charges for meals at San Francisco General Hospital and the cost for meals at the O'Shaughnessy Guest Cottage, remain at the same rates as Fiscal Year 1993-94.

7. The Human Resources Director has recommended only one change to the Administrative Provisions of the Annual Salary Ordinance for 1994-95. This change would allow the Human Resources Director to adjust the compensation of a position, without the need for further legislation, pursuant to a Memorandum of Understanding (MOU) previously ratified by the Board of Supervisors with a recognized employee bargaining group.

Since salaries under Salary Standardization for Miscellaneous employees were frozen for Fiscal Year 1994-95 at the Fiscal Year 1993-94 level, no amendment in the maximum allowable rate of pay for part-time employees was recommended by the Human Resources Director. The maximum allowable rate of pay for part-time employees would remain at the Fiscal Year 1993-94 rate of \$768 per month.

8. In past years, the Mayor's recommended Interim Annual Appropriation Ordinance and the Interim Annual Salary Ordinance have, in general, been routinely approved by the Board of Supervisors, with the exception of new positions and new programs, capital improvements and equipment.

9. At the direction of the Budget Committee and the full Board of Supervisors, the Budget Analyst has historically been instructed to analyze the Mayor's recommended budget in detail and make recommendations for reducing the Mayor's recommended budget only if such recommendations do not result in service level reductions. Budget reductions recommended by the Budget Analyst and approved by the Board, have often been used by the Board of Supervisors as a source of funds, for increasing appropriations for capital improvements and requesting the Mayor to (a) restore items deleted in the Mayor's recommended budget and/or (b) include new items in the budget based on the priorities of the Board of Supervisors. Except for capital improvements, the Board of Supervisors cannot unilaterally add any item back to the Mayor's budget. The restoration or addition of expenditures to the Mayor's recommended budget (except for capital improvements) first requires approval by the Mayor and then subsequent appropriation approval by the Board of Supervisors.

In connection with the annual hearings to be conducted by the Budget Committee beginning next week on the Mayor's Recommended 1994-95 budget, in addition to the recommendations of the Budget Analyst, the Budget Analyst will also be reporting on the service level impacts of the expenditure reductions included in the Mayor's recommended 1994-95 budget. Since such reductions have already been effected in the Mayor's recommended 1994-95 Interim Annual Appropriation Ordinance and Interim Annual Salary Ordinance, these reductions have been reflected in the Interim Budget. The Budget Analyst will also be reporting in detail on which recommendations have been implemented by the Mayor as a result of the Budget Analyst's recently completed Zero-Base Budget Analysis.

10. Such reductions would include savings from layoffs. According to Mr. Wendell Pryor of the Human Resources Department, an estimated 50 to 75 layoffs of City and County employees are expected as a result of the Mayor's proposed budget. However, due to bumping and re-employment rights of persons occupying these positions, personnel transactions affecting an estimated 200 to 250 employees would take place if 50 to 75 employees are laid off. Departments had submitted 147 copies of layoff notices to the Human Resources Department as of 6/13/94.

11. Approval of the Mayor's recommended 1994-95 Interim Annual Appropriation Ordinance and Interim Annual Salary Ordinance by the Board of Supervisors would implement all expenditure reductions, and revenue increases that are not dependent on legislative approval by the Board of Supervisors, which the Mayor has included in the final budget. In accordance with the 1994-95 budget calendar, the Interim Annual Appropriation Ordinance and the Interim Annual Salary Ordinance are scheduled to be passed for second reading at the June 20 meeting of the Board of Supervisors. Final passage of these ordinances is scheduled for June 27, 1994.

12. The Budget Analyst has previously been advised by Mr. Burke Delventhal of the City Attorney's Office that the Board of Supervisors is required to approve the Mayor's recommended Interim Annual Appropriation Ordinance and Interim Annual Salary Ordinance (and therefore the Interim Budget), subject to any additional reductions which the Board may choose to make, by no later than June 30th of each year. Mr. Delventhal has further advised the Budget Analyst that if these ordinances are not approved by the Board of Supervisors by June 30, the Controller will no longer have authority to issue payroll warrants to City and County employees or to issue other warrants to pay for any other City and County services.

Mr. Ed Harrington, the City Controller, has previously advised the Budget Analyst that he concurs with the opinion of Mr. Delventhal. The Controller would cease to issue any further City and County warrants unless the Board of Supervisors approves an Interim Annual Appropriation Ordinance and Interim Annual Salary Ordinance (the Interim Budget) by June 30.

13. The proposed Interim Budget includes \$402,000 in new department revenue for the Recorder's Office that is dependent on future legislative approval by the Board of Supervisors. The Recorder proposes to increase some existing fees (such as fees for filing fictitious business names and copying documents) to earn an additional \$350,000 in 1993-94 and also to institute a new fee for civil marriage ceremonies that will produce an estimated \$52,000. Although the Board of Supervisors has not received the legislation to implement the Recorders fee increases and new fee, the revenues are included in the Mayor's recommended budget. The Board of Supervisors has previously approved legislation to freeze Hotel Tax Fund allocations at 1993-94 levels, which will benefit the General Fund in the amount of \$2.5 million (File 127-94-8), and increased transfers to the General Fund from the Parking Revenue Fund by \$2.0 million (File 124-94-6.2). In

addition, legislation before the Budget Committee on today's calendar (Item 3, File 303-94-1) will reduce the Tax Loss Reserve Fund and therefore release \$6.4 million from current reserves. The additional \$6.4 million is included as a new source of funds in the Fiscal Year 1994-95 budget.

Recommendations

Except for the amendments as itemized below, approve the Interim Annual Appropriation Ordinance and the Interim Annual Salary Ordinance, including the Administrative Provisions of the Interim Annual Appropriation Ordinance and the Administrative Provisions of the Interim Annual Salary Ordinance as recommended by the Controller (see Point 6 above). If the Board of Supervisors concurs, the Interim Budget would be effective until the Annual Appropriation Ordinance and the Annual Salary Ordinance are finally approved by the Board and signed by the Mayor.

1. Provide for the following amendments until the Annual Appropriation Ordinance and Annual Salary Ordinance are finally approved by the Board of Supervisors and signed by the Mayor:

- a. That all funding and authorization for new positions and new and expanded programs be reserved during the interim budget period through July 31, subject to the specific exceptions listed in Attachment I.
- b. That funding for capital improvement projects, except normal facilities maintenance projects, be reserved during the interim budget period.
- c. That funding for items of equipment be reserved during the interim budget period. That all departments be requested not to lease any new equipment during the interim budget period through a letter to all Departments from the Clerk of the Board.

2. The exceptions to the Interim Annual Appropriation Ordinance shown in Attachment I are recommended by the Budget Analyst. Excluding the exceptions recommended by the Budget Analyst in Attachment I, the above-noted reserves recommended by the Budget Analyst will enable the Budget Committee to review the Mayor's recommended 1994-95 budget in detail before recommending approval of new items to the full Board of Supervisors.

3. The Budget Analyst is not recommending approval of an interim exception requested for the Medical Examiner/Coroner to contract out body removal services. The 'Proposition J' certification for the proposed contract has not been approved by the Board of Supervisors. On May, 17, 1994, the Government Efficiency and Labor Committee continued, for the second time, the resolution approving the contracting out of this service. The proposed resolution will be heard again by the Government Efficiency and Labor Committee on June 21, 1994.

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**RECOMMENDATIONS BY THE
BUDGET ANALYST
ON THE INTERIM BUDGET EFFECTIVE JULY 1, 1994**

NEW POSITIONS

Page No./
Object
(Index Code)

Page 571
Object 001
(560946)

**Municipal Railway
Admin/Finance/Personnel**

1 1276 Departmental Personnel Officer \$69,454

The transfer of personnel functions from the Public Utilities Commission to the new Department of Transportation is included in the Mayor's proposed budget. The proposed 1276 Departmental Personnel Officer position was approved by the Mayor based on the deletion of a 9148 Director of Community Services position. Positions have been eliminated in the Muni budget that results in overall savings even with the addition of this new position. Unless this position is approved, the new Department of Transportation would be without a Senior Personnel Officer position.

Page 525
Object 001
(336016)

Hetch Hetchy

1 AA73N Water & Power Resource Manager \$80,952

This is a current position that manages supplemental power scheduling, purchasing and sales. The incumbent employee is currently project funded on a temporary basis at a salary of approximately \$71,000. The position supervises employees who have higher salaries than \$71,000. Making this position permanent is justified based on the critical responsibility of assuring that Hetch Hetchy can continue to manage purchases of supplemental power for resale to contractual customers from sources that result in significant savings to Hetch Hetchy when compared to the cost of making such purchases from PG&E.

**BOARD OF SUPERVISORS
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Item 3 - File 303-94-1

Department: Controller

Item: Resolution implementing the Teeter Plan Property Tax Allocation provision concerning the setting of the Tax Loss Reserve Fund at 50% of the total delinquent secured taxes.

Description: 1. Under State of California Revenue and Taxation Code Section 4701 and following sections (referred to as the "Teeter Plan"), a County is permitted to fund a required "tax loss reserve" using one of the following two methods: a) the County may establish a tax loss reserve equal to 3% of the total estimated tax levy; or b) the County may establish a tax loss reserve at the level of 50% of current secured property tax delinquencies.

2. The City and County of San Francisco currently establishes its tax loss reserve at 3% of the total tax levy. Based on the currently estimated total secured property tax levy for 1994-95, the Controller estimates that the required tax loss reserve would be approximately \$17.1 million. By changing to the alternative method, a tax loss reserve at the level of 50% of current secured property tax delinquencies, the required reserve would be approximately \$10.7 million, or \$6.4 million less.

Comments: 1. The \$6.4 million increase in available property tax revenue has been used to balance the Mayor's recommended 1994-95 budget.

2. The Board of Supervisors previously adopted the Teeter Plan method in October, 1993. As explained on the following page, the revenue benefit to the General Fund from adoption of the Teeter Plan, for prior years, up to and including 1993-94, is being recognized as an increase to 1994-95 property tax revenues.

3. Under the Teeter Plan, the City and County now purchases receivables for delinquent secured property taxes owed to other agencies who receive San Francisco property tax revenue (i.e. the San Francisco Unified School District, the Community College District, BART, the Children's Fund, etc.). The City purchases the delinquent property tax receivables from these agencies. Instead of withholding each agency's share of delinquent property taxes, the City pays 100% of the delinquent amounts owed to the agencies. When delinquent property taxes are collected, the City receives the principal amount plus interest payments due (currently

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imposed at 18 percent annually) and the penalties assessed (currently charged at the one-time rate of ten percent) on the delinquent property taxes.

4. The prior approval of the Teeter Plan by the Board of Supervisors has resulted in an overall net revenue benefit to the General Fund of \$15.1 million, including the \$6.4 million revenue increase due to the reduction of the tax loss reserve, in 1994-95. This increased revenue has been used to balance the Mayor's 1994-95 recommended budget.

5. Of this \$15.1 million amount, approximately \$13.6 million represents one time revenue. The ongoing increased revenue (based on increased delinquent collections of \$2.8 million less reduced interest income of \$1.3 million) in 1994-95 is approximately \$1.5 million. In future years, the Controller estimates that the net annual increased revenue will range from \$1.0 to \$2.0 million.

The Table below summarizes the 1994-95 revenue benefit attributable to implementation of the Teeter Plan.

	Estimated 1994-95 Revenue <u>in Millions</u>
Increased Revenue to City for all Prior Years up to and Including 1993-94 Less Prior Year Tax Roll Corrections	\$ 7.2*
Increased Delinquent Collections in 1994-95	2.8*
Savings from Reducing Tax Loss Reserve from \$17.1 million to \$10.7 million (this legislation)	6.4
Reduced Interest Income Due to Purchase of Receivables	<u>(1.3)</u>
Total 1994-95 Revenue Benefit	\$ 15.1

* Includes interest payments on delinquent property taxes of 18 percent annually and one time penalties of 10 percent.

Recommendation: Approve the proposed resolution.

Item 4 - File 100-94-8

1. This is a hearing to consider possible revenue sources to help balance the 1994-95 Budget of the City and County of San Francisco.

2. Item 6 of this report (File 127-934-3) presents an analysis of a proposed ordinance that would impose a one-year increase in the Payroll and Gross Receipts Tax. This revenue source is therefore not discussed in this report. Also, the City Attorney is researching the City and County's options regarding locally imposed Sales Tax increases. As of the writing of this report, the City Attorney's Office has not completed their review of this matter.

3. The Table below presents alternative scenarios with regard to other major General Fund revenue sources.

<u>Revenue Source</u>	<u>1994-95 Revenue Estimate</u>	<u>Current Tax Rate</u>	<u>If the Tax Rate were to Increase by:</u>	<u>The New Tax Rate Would Be</u>	<u>On a full year basis, the Increased Annual Revenue would be:</u>	<u>A Nine Month* Increase for 1994-95 would be approximately:</u>
Hotel Room Tax	\$ 91,764,000	12.0%	0.5% 1.0%	12.5% 13.0%	\$3,823,500 \$7,647,000	\$2,734,000 \$5,467,000
Real Property Transfer Tax	\$ 15,070,000	\$5.00/ thousand	\$2.50 \$3.00 \$5.00	\$7.50/ thousand \$8.00/ thousand \$10.00/ thousand	\$ 7,535,000 \$ 9,042,000 \$ 15,070,000	\$5,651,000 \$ 6,781,500 \$11,302,500
Utility User Tax	\$ 51,032,000	7.50%	0.50% 1.00%	8.00% 8.50%	\$ 3,402,133 \$ 6,804,267	\$ 2,551,600 \$ 5,103,200
Renter of Vehicles	\$ 2,030,000	\$2/day	\$1/day \$2/day	\$3/day \$4/day	\$ 1,015,000 \$ 2,030,000	\$ 645,000 \$ 1,290,000

* The nine-month estimates for 1994-95 have been adjusted to reflect seasonal variations. For example, 28.5% of annual Hotel Tax revenues are received in the months of July, August and September. For the Renter of Vehicles tax, 36.5% of annual revenues are collected for the months of July through September.

- The Hotel Room Tax last increased from 11% to 12% effective August 15, 1993.
- The Real Property Transfer Tax has not increased since 1967. In 1976, the rate was increased to \$7.50 per thousand, but the tax increase was rescinded by the Board of Supervisors approximately two months after it was approved.
- The Utility User Tax was last increased from 6.5% to 7.5% effective September, 1993.
- The Renter of Vehicles Tax was first made effective on October 1, 1993.

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Memo to Budget Committee
June 15, 1994

4. The Business Tax Registration Fee was increased from an annual level of \$150 per registration for all businesses in 1993-94 as follows:

For Businesses with a computed tax for the most recent year filed of between:	Annual Fee of
\$1 and \$10,000	\$150
\$10,001 and \$50,000	\$250
\$50,001 and above	\$500

Previous to this increase in the Registration Fee, all businesses, except small businesses with gross receipts of \$15,000 or less, were charged \$150 annually. Small businesses with gross receipts of \$15,000 or less were previously exempt from any Business Tax Registration Fee. A minimum Registration Fee of \$25 annually is now charged for such businesses. The Business Registration Fee increases described above produced approximately \$600,000 in revenue in Fiscal Year 1993-94. The 1994-95 total estimated revenue from this Fee is \$7,764,000. An increase in this Fee of \$50 per business would produce approximately \$2.3 million in additional revenue.

5. As noted on the previous page, the Real Estate Transfer Tax has remained unchanged since 1967. A recent survey of Real Estate Transfer Tax rates charged by other California Cities, conducted by the Controller and the Budget Analyst, is shown below:

<u>Real Property Transfer Tax Rates</u>				
<u>County</u>		<u>City</u>		<u>Combined</u>
	<u>tax per thousand</u>		<u>tax per thousand</u>	<u>tax per thousand</u>
Alameda	\$1.10	Alameda	\$5.40	\$6.50
		Albany	\$6.40	\$7.50
		Berkeley	\$15.00	\$16.10
		Oakland	\$15.00	\$16.10
		Piedmont	\$13.00	\$14.10
		San Leandro	\$6.00	\$7.10
Contra Costa	\$1.10	Richmond	\$7.00	\$8.10
		San Pablo	\$7.00	\$8.10
		El Cerrito	\$7.00	\$8.10
Los Angeles	\$1.10	Los Angeles	\$4.50	\$5.60
Sacramento	\$1.10	Sacramento	\$2.75	\$3.85
San Mateo	\$1.10	San Mateo	\$5.00	\$6.10
Santa Clara	\$1.10	San Jose	\$3.30	\$4.40
		Mountainview	\$3.30	\$4.40
		Palo Alto	\$3.30	<u>\$4.40</u>
Average of Above				\$8.03
San Francisco				\$5.00

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Item 5 - File 97-94-39

Department: Department of Social Services

Item: Ordinance amending the City's Administrative Code, by amending Sections 10.157-1 and 10.157-2 to increase the amount held in the Department of Social Services Cash Revolving Fund for General Assistance and to decrease the amount in the Cash Revolving Fund for Aid to Families with Dependent Children.

Description: The Department of Social Services (DSS) has two revolving funds established by Chapter 10, Article XV of the San Francisco Administrative Code for use by its General Assistance (GA) and Aid to Families with Dependent Children (AFDC) Programs. The Funds provide "immediate need checks for welfare cases" and replacement of mutilated checks. According to Mr. Raymond Sullivan of DSS, the Revolving Funds are primarily used to provide GA and AFDC assistance to new recipients until such recipients can be included in the automated warrant disbursement system.

The Administrative Code currently sets the maximum amount for each Fund at \$150,000. The proposed ordinance would increase the size of the GA Revolving Fund and decrease the AFDC Revolving Fund by the same amount. The Revolving Fund for GA would be increased by \$50,000, from \$150,000 to \$200,000, and the Revolving Fund for AFDC would be decreased by \$50,000, from \$150,000 to \$100,000. The total of the two Funds would remain at \$300,000.

AFDC Revolving Fund activity has declined since the maximum limits were set in 1986 due to a decrease in AFDC applications, while GA Revolving Fund activity has increased due to an increase in GA applications, according to Mr. Sullivan. DSS statistics reflect that General Assistance cases increased by 77.4 percent over four years from 8,657 in July 1989 to 15,358 in July, 1993, and reached a peak of 15,721 cases in May, 1993. DSS reports that the GA caseload in May, 1994 was 14,902 cases of paid aid. Thus, although the number of GA cases has declined by 5.2 percent over one year from the peak of 15,721 cases in May, 1993, the caseload is still significantly higher than it was when the Revolving Fund limit of \$150,000 was adopted in 1986.

DSS has met the changing fund activity demands for the past two years by transferring money from the AFDC Revolving Fund into the GA Revolving Fund as needed, and then

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reimbursing the AFDC Revolving Fund by GA when the Controller reimburses GA. Mr. Sullivan states that such transfers occur about twice a year due to surges in GA applications and also occur during almost every holiday. A recent audit by the Controller's Office recommended that the Administrative Code be amended to reflect how much money each Revolving Fund is actually using, although it did not specify by how much each Revolving Fund should be increased or decreased.

Comments:

1. DSS and the Controller's audit indicate that the AFDC Revolving Fund could operate under a lower maximum limit. Based on AFDC Revolving Fund activity from March through May 1994, DSS reports that an average of 34 AFDC checks in the average amount of \$177 each for a total of \$6,018 were disbursed from the AFDC Revolving Fund daily. Mr. Sullivan states that the Revolving Funds must have sufficient funds to pay at least one week of aid payments from the Revolving Fund at all times, because it takes approximately one week for the AFDC and GA programs to be reimbursed by the Controller. With the current Revolving Fund maximum limit of \$150,000 and a daily total of \$6,018, the AFDC Revolving Fund could finance about 25 days of aid payments based on the daily averages.

Mr. Sullivan estimates that an average of 150 GA checks in the average amount of \$100 each for a total of \$15,000 are disbursed daily from the GA Revolving Fund. With the current Revolving Fund maximum limit of \$150,000 and a daily total of \$15,000, the GA Fund can only finance 10 days of aid payments based on the daily averages. According to Mr. Sullivan, although it usually only takes a week for the AFDC and GA programs to be reimbursed by the Controller, it often takes longer during holidays, forcing the GA Revolving Fund to borrow from the AFDC Revolving Fund. He adds that if the daily average number of checks or the average amount of each check is substantially higher due to a surge in applications, the GA Revolving Fund needs to borrow from the AFDC Revolving Fund.

2. The proposed Administrative Code amendments would not result in increased expenditures and would not require an additional appropriation of monies. The request would simply change the maximum limits, which are allowed under the Administrative Code, in the Revolving Funds by increasing one fund (GA) by \$50,000 and reducing one fund (AFDC) by \$50,000.

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3. The title of the proposed ordinance should be amended to be consistent with the body of the proposed ordinance. The Revolving Fund for Aid to Families with Dependent Children would be decreased, not increased.

- Recommendations:**
1. Amend the title of the proposed ordinance to reflect that the Revolving Fund for Aid to Families with Dependent Children would be decreased, rather than increased.
 2. Approve the proposed ordinance, as amended.

Item 6 - File 127-94-3

Item: Ordinance amending Part III Section 903.1 of the San Francisco Municipal Code to increase the 1994 Payroll Tax rate for businesses with total payroll expenses in excess of \$166,667 annually from 1.5% to 1.6%. The proposed ordinance would further amend Section 1004.19 to increase the 1994 Gross Receipts Tax rates by a comparable percentage.

Description:

1. The proposed ordinance would increase the City's Payroll Tax and Gross Receipts Tax rates by approximately 6.7% for the 1994-1995 Fiscal Year only. The effective dates of the proposed amendment to the Municipal Code are January 1, 1994 through December 31, 1994. Effective January 1, 1995, the Payroll Tax rate (and related Gross Receipts Tax rates) would revert back to 1.5 %.
2. The Budget Analyst has reviewed, and concurs with, the Controller's estimate of the amount of additional revenue that would be produced by this proposed tax increase. The basis for the estimated amount of additional General Fund revenue that would be produced during Fiscal Year 1994-95, approximately \$10.0 million, is shown in the table below.

	Current 1994-95 Revenue Estimate	Revised Revenue Estimate with Proposed Tax Increase	Increase
Payroll Tax*	\$ 127,720,000	\$ 136,234,667	\$ 8,514,667
Gross Receipts Tax**	<u>22,848,490</u>	<u>24,371,723</u>	<u>1,523,233</u>
Total	\$ 150,568,490	\$ 160,606,390	\$ 10,037,900

* Does not include revenue from small businesses with payrolls of \$166,667 or less. The graduated Payroll Tax rate of 1.25% for small businesses with payrolls between \$140,000 and \$166,667 annually will expire at the same time as this proposed ordinance.

** Does not include proceeds from tax on vehicle rentals as this tax is excluded from the proposed amendment to the tax rates.

3. Small Businesses with total payrolls of \$166,667 or less will be exempted from this proposed one-year tax rate increase.

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4. Examples of the effect of the proposed tax increase are as follows:

Annual Business Payroll	<u>1994 Tax Liability</u>		<u>Increase</u>
	Existing 1.5%	Proposed 1.6%	
	Payroll Tax Rate	Payroll Tax Rate	
\$5,000,000	\$75,000	\$80,000	\$5,000
\$2,500,000	\$37,500	\$40,000	\$2,500
\$1,000,000	\$15,000	\$16,000	\$1,000
\$500,000	\$7,500	\$8,000	\$500

Recommendation: The proposed ordinance is a policy matter for the Board of Supervisors.

Item 7 - File 127-94-4.1

- Departments:** San Francisco Redevelopment Agency (SFRA)
Chief Administrative Officer (CAO)
- Item:** Ordinance amending Part III (Tax on Transient Occupancy of Hotel Rooms) of the Municipal Code by amending Section 502.7 thereto to add the Chinese Cultural and Trade Center Redevelopment Project Area as one of the Redevelopment Project Areas in which the tax and surcharges imposed by Sections 502, 502.5 and 502.6 of Article 7 shall be temporarily suspended to allow for the imposition of a 12 percent tax on occupancies of guest rooms in hotels in the Project Area. Such 12 percent tax shall be levied pursuant to Section 7280 of the California Revenue and Taxation Code.
- Description:** In May, 1994, the Board of Supervisors approved an ordinance (File 127-94-4) which added Administrative Code Section 502.7 to suspend the City's 12 percent Hotel Tax in certain Redevelopment Project Areas as enumerated in Administrative Code Section 502.7. At the same time, a new Section 502.8 was also added to the Administrative Code, providing for the imposition by the City of a 12 percent Hotel Tax in specified Redevelopment Project Areas pursuant to California Revenue and Taxation Code Section 7280. Administrative Code Section 502.8 further provides that, in the event that the San Francisco Redevelopment Agency imposes a Hotel Tax within the specified Redevelopment Project Areas, the amount of Hotel Tax which is paid to the SFRA will be credited against the amount of Hotel Tax payable to the City by hotels within the specified Redevelopment Project Areas. The purpose of these previous Administrative Code amendments was to enable the SFRA to impose a Hotel Tax within specified Redevelopment Project Areas in order to finance debt service requirements for Hotel Tax Bonds to be issued by the Redevelopment Agency.
- The imposition of a Hotel Tax by the SFRA is authorized by California Revenue and Taxation Code Section 7280.5, which provides for the levy of a transient occupancy tax ("Hotel Tax") by a redevelopment agency "of any City which has levied a transient occupancy tax pursuant to Section 7280... if the City's ordinance entitles any person subject to a transient occupancy tax under the City's ordinance to credit the amount of transient occupancy taxes due to the redevelopment agency of that City... against the payment of taxes under the City's ordinance."

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Any Hotel Tax which is levied by the SFRA in the designated Redevelopment Project Areas will be used by the SFRA to pay for the debt service requirements for up to \$100 million in Hotel Tax Bonds to be issued by the SFRA to finance the construction of capital improvements at the Yerba Buena Center. The Board of Supervisors previously approved the issuance of the Hotel Tax Bonds by the SFRA (File 170-94-7).

The proposed ordinance would amend Section 502.7 of the Administrative Code to include the Chinese Cultural and Trade Center Redevelopment Project Area, in addition to five Redevelopment Project Areas previously authorized by the Board of Supervisors (File 127-94-4), in which the City's 12 percent Hotel Tax (as imposed under Administrative Code Sections 502, 502.5 and 502.6) would be suspended, and in which the City would instead impose a 12 percent Hotel Tax pursuant to California Revenue and Taxation Code Section 7280. The five previously authorized SFRA Redevelopment Project Areas enumerated in Section 502.7 are Yerba Buena, Embarcadero-Lower Market, Western Addition A-1, Western Addition A-2, and the South of Market Earthquake Recovery Redevelopment Project Areas.

Comments:

1. According to Mr. Bob Gamble of the Redevelopment Agency, there are currently 10 hotels in the five Redevelopment Project Areas that are currently enumerated in Administrative Code Section 502.7. These 10 hotels generate approximately \$13 million annually in Hotel Tax revenues.

In these five Project Areas, the Hotel Tax, which would otherwise be imposed under Administrative Code Sections 502 and 502.5, has been suspended in order to enable the imposition of a Hotel Tax by the SFRA, the proceeds of which will be used to finance the debt service for the SFRA Hotel Tax Bonds.

The proposed ordinance would add the Chinese Cultural and Trade Center Redevelopment Project Area as a sixth Redevelopment Project Area in which the City's Hotel Tax would be suspended, so that a SFRA Hotel Tax could be imposed. Mr. Gamble reports that there is one hotel in this Redevelopment Project Area, but that, because of the hotel's privacy interest, the amount of annual hotel tax which is paid by this single establishment should not be publicly disclosed.

2. In addition to issuing Hotel Tax Bonds, the SFRA will refinance existing Lease Revenue Bonds (Series 1991) with Lease Revenue Refunding Bonds (Series 1994) in order to

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BUDGET ANALYST

finance the proposed capital improvements at Yerba Buena Center (which were described in File 170-94-4).

The CAO has previously reported (Files 170-94-4 and 127-94-4) that the total debt service requirements which will be incurred to finance the Yerba Buena Center improvements will be \$266.4 million over 30 years, or \$204.2 million more than the existing remaining debt service requirement of only \$62.2 million for the existing Lease Revenue Bonds (Series 1991). However, since the term of the new bonds will be for 30 years, or 23 years longer than the seven year remaining term of the existing Lease Revenue Bonds (Series 1991), the annual debt service requirement will not exceed the City's current annual debt service requirement of approximately \$8.9 million for the existing Lease Revenue Bonds (Series 1991), according to the CAO.

This refinancing plan has been previously approved by the Board of Supervisors (Files 170-94-4 and 127-94-4).

3. According to the CAO's Office, the City will probably be unable to lower the 12 percent Hotel Tax on hotels which are located in those Redevelopment Project Areas listed in Administrative Code Section 502.7 (which would include the Chinese Cultural and Trade Center Redevelopment Project Area if the proposed ordinance is approved), as long as the SFRA Hotel Tax Bonds remain outstanding, which is expected to be for a period of 30 years, unless such hotels generate sufficient increased Hotel Tax revenues to permit a reduction in the rate.

4. According to Mr. Gamble, the Chinese Cultural and Trade Center Redevelopment Project Area is being added to the Administrative Code at this time (as a Redevelopment Project Area in which the City's Hotel Tax will be suspended) in order to provide a more diverse revenue stream as well as higher Hotel Tax revenues to meet the debt service requirements of up to \$100 million in SFRA Hotel Tax Bonds. As a result of adding a sixth Redevelopment Project Area to the project areas in which the SFRA can impose a hotel tax, the SFRA will probably be able to sell Hotel Tax Bonds at a lower interest rate, according to Mr. Gamble, and to lower the total cost of the Hotel Tax Bonds and the resulting improvements at the Yerba Buena Center.

5. In summary, the effect of the proposed ordinance would be to enable the SFRA to impose a Hotel Tax in one additional Redevelopment Project Area, in addition to five Redevelopment Project Areas previously designated by the Board of

BOARD OF SUPERVISORS
BUDGET ANALYST

Supervisors (File 127-94-4), in order to provide a secure stream of revenue with which to pay the debt service requirements for SFRA Hotel Tax Bonds. The Hotel Tax Bonds would finance capital improvements at Yerba Buena Center. The proposed ordinance (File 127-94-4.1) is consistent with the financing plan for Yerba Buena Center using Hotel Tax Bonds which has been previously approved by the Board of Supervisors (Files 170-94-4 and 127-94-4).

Recommendation: Based on the previous policy decisions of the Board of Supervisors, approve the proposed ordinance.

Item 8 - File 93-94-13

Note: This item was continued by the Budget Committee at its meeting of June 8, 1994.

1. This item is a proposed resolution ratifying a Memorandum of Understanding between the City and County of San Francisco and the San Francisco Police Officers Association. The MOU would be in effect until June 30, 1998.

2. The proposed MOU would approve the following hiring plan for new Police Officers. This hiring plan has been funded in the 1993-94 budget (for new hires made in February, May and June, 1994) and is part of the Mayor's recommended 1994-95 budget (for new hires to be made in September, 1994 and March, May and June, 1995).

<u>Date of Hire</u>		<u>Number to Be Hired</u>	
February	1994	48	New Recruits
May & June	1994	55	Lateral Transfers
September	1994	30	Lateral Transfers
March	1995	45	New Recruits
May	1995	45	New Recruits
June	1995	<u>45</u>	New Recruits
		268	Total Additional Police Officers
			Projected Number of Sworn Officers by
		<u>1,735</u>	June, 1995 if no new officers were hired.
		2,003	Total Sworn Officers with
			Completion of Hiring Plan

3. According to the proposed MOU, additional Police Officers would be allocated to the following units. This proposed allocation adds 187 officers, although the hiring plan detailed above calls for the addition of 268 new Police Officers. The difference is due to the anticipated effects of attrition.

The allocation of the 187 net new Police Officers specified by the proposed MOU is as follows:

<u>Unit</u>	Current No. of Q2 Officers <u>Assigned</u>	<u>Increase</u>	<u>Projected Staffing</u>
Central Station	89	12	101
Southern Station	93	12	105
Potrero Station	86	17	103
Mission Station	115	20	135
Northern Station	120	15	135
Park Station	64	14	78
Richmond Station	59	14	73
Ingleside Station	96	14	110
Taraval Station	73	14	87
Tenderloin Station	58	15	73
Traffic Division	58	10	68
Crime Prevention Task Force	50	10	60
Muni Transit	<u>30</u>	<u>20</u>	<u>50</u>
Total	991	187	1,178

4. The Controller estimates that the projected cost of the proposed MOU is as shown in the table below for Fiscal Years 1993-94, 1994-95 and the ongoing cost thereafter, based on 1994-95 salary levels. The costs for 1993-94 will be paid from the Department's existing budget, with no new funds. The costs for 1994-95 are included in the Mayor's recommended 1994-95 budget.

	<u>1993-94</u>	<u>1994-95</u>	<u>Annual Ongoing Costs after 1994-95</u>
Increased Salaries	\$1,221,033	\$6,844,343	\$10,075,068
Fringe Benefits	455,690	2,554,309	3,761,135
Attrition Savings	(831,953)	(2,828,641)	
Additional Overtime Spending	<u>75,000</u>	<u>559,125</u>	<u>936,000</u>
Net Increase	\$919,770	\$7,129,136	\$14,772,203

Based on the Budget Analyst's review of the Controller's estimate, and a review of the Police Department's 1994-95 proposed budget, we concur with the estimated costs shown above.

5. The MOU further provides that the strength of the Police Department shall be maintained at no less than 1,971 sworn Police Officers. The MOU also states that, beginning in November, 1995, if the number of sworn Q2 Police Officers drops below the levels listed in Point 3 above, Extended Work Week (i.e. Police overtime) will be utilized to bring staffing up to the specified levels. For purposes of determining staffing levels, Police Officers are not counted as part of their unit's staffing levels if they are on extended sick leave, leave without pay, disability leave, detailed outside their units or otherwise unavailable for duty. Therefore, actual staffing levels will have to increase over the levels specified in

BOARD OF SUPERVISORS
BUDGET ANALYST

the table in Point 2 above to account for Police Officers who are not available for the reasons listed above.

6. The MOU also provides that, beginning November, 1995 (a typographical error that first stated the date would be 1994 has been corrected) if the actual number of Inspectors drops below the level of 285, overtime would be used to increase staffing to the specified level of 285 full time equivalent Inspectors. However, the MOU stipulates that should the Department reach an agreement on career development (to be negotiated), Sergeants may be substituted for Inspector's positions.

7. Lastly, the MOU stipulates that the City will continue to identify the need to civilianize certain positions within the Department and that particular attention will be given to administrative positions that are currently filled by sworn officers. The MOU states that the number of promotive positions in the Department (i.e. ranks above the Q2 Police Officer level, such as Sergeants, Lieutenants and Captains) shall not be reduced, in order to preserve affirmative action goals for promotional opportunities, unless a sworn position is civilianized.

Comments:

1. The potential cost of provisions to "backfill" sworn positions should staffing levels fall below levels prescribed by the MOU (described in points 5 and 6 above) has not been included in the cost estimates of the Controller as shown in Point 3 above. Should such costs be incurred, because of non-compliance with the staffing requirements of the MOU, the potential liability of paying overtime to backfill Police Officer and Inspector positions could be significant. These potential costs cannot be estimated at this time.

2. This item was continued at the June 8, 1994 Budget Committee meeting in order that certain additional information could be provided. The Committee requested clarification of the relationship of the proposed MOU with Proposition D which was approved by the voters in the June 7, 1994 election.

The Budget Analyst has summarized the key features of Proposition D and the proposed MOU in the table below shown on the following pages.

Proposition D

- a) Not later than June, 1995, the police force of the City and County shall at all times consist of not fewer than 1,971 full duty officers. "Full duty" is not defined.

At any given point in time, the Police Department may have 20 to 25 Police Officers on permanent light duty, up to 100 or more on temporary light duty, and up to ten Police Officers on leave without pay. Therefore, if "full duty" were to be defined to exclude these Police Officers from the 1,971 specified level, Proposition D may mandate the employment of approximately 2,100 sworn Police Officers. "Full Duty" is not defined in Proposition D.

- b) Thereafter, the number of full duty officers shall be maintained at the level of 1,971
- c) The proposition requires annual reviews of civilianization opportunities. Should civilians replace sworn personnel in certain functions, such replaced sworn personnel shall be assigned to field duty "to maximize police presence in the communities". Therefore, civilianization would create more expenditures, since no savings in sworn personnel would occur if a function is staffed by a civilian instead of a Police Officer.

Proposed MOU

- a) The number of sworn personnel shall increase to an estimated number of 2,003 by November, 1995, and be maintained at that level, through replacement of attrition or through the use of overtime assignments.

- b) The estimated increased number of sworn Q2 Police Officers will be assigned to specific field operations units in specific numbers (see the table under Item 3 of this report).

- c) For the period July 1, 1995 through June 30, 1998, sworn staffing levels shall not decrease below the number of 2,003 or the equivalent sworn strength which must be achieved through overtime assignment if the number of Police Officers drops below 2,003, or if the allocation of personnel to field units (see the table under Item 3 of this report) is under the minimum specified level for each unit.

Although the MOU permits the reduction of sworn personnel if an administrative position is civilianized, potential savings from civilianization are mitigated by the MOU clause that prohibits the elimination of "promotive (uniform) positions" (i.e., ranks above the entry level Q2 Police Officer position) even if a function is civilianized. Therefore, it is unlikely that future savings that could be achieved by civilianization as the MOU specifies levels of such Q2 positions.

Proposition D

Proposed MOU

d) There shall be no reduction in the number of full duty sworn officers dedicated to neighborhood policing and patrol in future years, and all new full duty sworn officers shall also be dedicated to neighborhood community policing, patrol and investigations.

d) The MOU specifies full staffing levels for Inspectors at 285. As with Q2 positions, overtime pay will be used to achieve such staffing levels if the number of filled Inspector positions is below the minimum level of 285.

3. The Controller's statement on Proposition D estimated an increased cost of "at least a range of \$13.8 million to \$17.3 million annually depending on the number of light duty Police Officers returned to full duty". The Controller's estimated ongoing cost of \$14.8 million for the MOU recognizes that the required level of Police staffing shall be maintained at 1,971 for the term of the MOU while Proposition D may require the employment of up to 2,100 Police Officers depending on the interpretation of the term "full duty officers" (see discussion in Table above under Point a.)

However, the Budget Analyst notes that the \$14.8 million estimated ongoing cost for the MOU does not include potentially greater costs, from the use of overtime, that may be incurred should field unit strength fall below levels specified in Point 3 of this report. Further, while both Proposition D and the proposed MOU encourage civilianization, neither Proposition D or the MOU would likely result in savings should civilianization take place. Civilianization will result in greater costs under Proposition D since civilian employees could be added to the Police Department budget, but sworn personnel could not decrease below the level of 1,971 full duty Police Officers. Under the proposed MOU, promotive positions (above the rank of the Q2 Police Officer) could not be reduced even if a sworn position is civilianized, and it would be unlikely that Q2 positions would be reduced since specific field unit staffing levels are required by the MOU. Also, while Proposition D is silent on minimum staffing levels for Investigators, the proposed MOU specifies a minimum level of 285 which may result in increased costs should the Department not negotiate a "Career Development Plan" by November, 1995.

4. The proposed 1994-95 Police Department budget, as recommended by the Mayor, includes completion of a hiring plan that would satisfy the requirements of both Proposition D and the proposed MOU. As shown under Point 4 of this report, the estimated incremental cost of completing the hiring plan, which is included in the proposed budget, amounts to approximately \$7.1 million under both Proposition D and the proposed MOU.

5. Ms. Vicky Clayton of the City Attorney's Office is presently preparing a legal opinion pertaining to the relationship of the proposed MOU to Proposition D, including which measure takes precedence. That opinion will be submitted directly to the Budget Committee.

Recommendation

The proposed resolution is a policy matter for the Board of Supervisors.

**BOARD OF SUPERVISORS
BUDGET ANALYST**

Item 9 - File 32-94-2

Note: This item was continued by the Budget Committee at its meeting of June 8, 1994.

Item: Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992.

Description: On April 27, 1994 the Budget Analyst issued a report to the Board of Supervisors pertaining to a Franchise Fee Audit of Viacom Cablevision of San Francisco. This report includes Viacom's reporting of Gross Receipts and payments of Franchise Fees for Calendar Years 1991 and 1992. In this audit the Budget Analyst determined that Viacom owes the City \$163,899 in Franchise Fees for Calendar Years 1991 and 1992. In the Franchise Fee Audit report, the Budget Analyst recommends that the Board of Supervisors should:

- Direct Viacom to immediately remit to the City the understated Franchise Fees owed for Calendar Years 1991 and 1992 estimated at \$163,899 as well as the directly related Franchise Fees to the City that were not remitted for the years before 1991 and after 1992.
- Request the Controller's Office to collect (a) the \$163,899 in understated Franchise Fees owed to the City for Calendar Years 1991 and 1992 based on Viacom's understatements of Gross Receipts reported to the City, as detailed in the Franchise Fee Audit report, and (b) the additional Franchise Fees owed to the City for Viacom's understatements of Gross Receipts for years before 1991 and after 1992.
- Advise Viacom to strictly comply with all terms of the Franchise Agreement effective immediately by not taking any deductions from revenues, other than for pass through taxes, when reporting its Gross Receipts to the City.
- Consider amending the Franchise Agreement to specifically allow Viacom to exclude from its Gross Receipts reports to the City, the value of free services to non-profit organizations that provide residential or other humanitarian services.

BOARD OF SUPERVISORS
BUDGET ANALYST

The Franchise Fee Audit also examined the distribution of Franchise Fee revenues by the City to the Cable Television Access Development and Program Fund for the benefit of public, educational and government access. In regard to public, educational and government access, the Budget Analyst made the following recommendation:

- Amend the Administrative Code to add a requirement that all organizations receiving monies from the Cable Television Access Development and Program Fund, for the purpose of providing public, educational and governmental access activities, submit an annual report and financial accounting to the Board of Supervisors at the end of each fiscal year. The annual report and financial accounting should include a description of the access program and details of the revenues and expenditures for each fiscal year.

Comment:

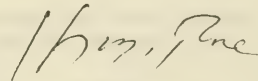
Viacom's Attorney, Mr. David M. Balabanion, submitted a letter to the Clerk of the Board which provided Viacom's analysis of the legal issues raised by the Budget Analyst's Franchise Fee Audit. As of the writing of this report the City Attorney's Office has not completed their review of the legal issues.

Memo to Budget Committee
June 15, 1994

Item 10 - File 127-94-7

Hearing to consider an increase in the Utility Users Tax by one quarter percent to pay for the leasing of 27 public toilets from the J.C. Decaux United Street Furniture, Inc. on an annual basis, eliminating the need to accept 4.5 advertising kiosks per toilet.

The Budget Analyst has been advised that the Author will request that this item be continued. The Budget Analyst will report on this item subsequent to the annual budget hearings.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

BOARD OF SUPERVISORS
BUDGET ANALYST

SF
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6/21/94

CALENDAR

DEPARTMENTAL BUDGET HEARINGS
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

DOCUMENTS DEPT.

AUG 27 1996
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TUESDAY, JUNE 21, 1994 - 1:30 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 100-94-1. [Annual Budget] Hearing to consider the Annual Budget of the City and County of San Francisco for Fiscal Year 1994-95. (Mayor)

GENERAL ADMINISTRATION AND FINANCE

- 70 Chief Administrative Officer
- 93 Convention Facilities Management
- 25 Mayor
- 23 Children's Fund
- 01 Board of Supervisors
- 18 Ethics Commission
- 03 City Attorney
- 08 Treasurer - Tax Collector
- 09 Controller
- 91 Purchaser
- 02 Assessor
- 78 Recorder
- 80 Registrar
- 29 City Planning
- 37 Permit Appeals
- 65 Rent Arbitration Board
- 71 Real Estate
- 30 Civil Service
- 33 Human Resources
- 44 Retirement System

PUBLIC PROTECTION

- 11 Trial Courts
- 12 Juvenile Probation
- 63 Law Library
- 72 County Agriculture - Weights & Measures
- 74 Medical Examiner/Coroner
- 76 Animal Care and Control
- 79 Public Administrator/Guardian
- 44 District Attorney
- 05 Public Defender
- 06 Sheriff
- 13 Adult Probation
- 31 Fire
- 38 Police

ACTION: Departmental hearings held. Registrar's Department recessed to June 22, 1994.

2. File 157-94-1. [Departmental Report of Fees] Communication transmitting Departmental Report of Fees, except fees regulated by State or Federal law, for 1993-94, pursuant to Section 3.17-2 of the Administrative Code. (Controller)

ACTION: Hearing held. FILED.

CITY AND COUNTY



OF SAN FRANCISCO

BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

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JUN 22 1994

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June 21, 1994

TO: Budget Committee
FROM: Budget Analyst *Recommendations.*
SUBJECT: Mayor's Recommended 1994-95 Budget

The Budget Analyst has conducted an indepth review of the Mayor's Recommended 1994-95 budget and prepared detailed reports and recommendations to reduce the Mayor's recommended budget. Our reports describe service impacts resulting from the Mayor's 1994-95 budget where services are affected. Unlike our previous Zero Base Budget Analysis, the present recommendations of the Budget Analyst to reduce the Mayor's budget, to be considered by the Budget Committee over the next two weeks, do not result in any service level reductions.

On May 9, 1994, the Budget Analyst submitted a Zero-Base Budget Analysis, which included a detailed review of approximately 87 percent of the City's General Fund expenditures (excluding capital improvement projects) in 18 City Departments. Our department by department analysis, which is presently before you, reports on those budget reductions which the Mayor has implemented in his Recommended 1994-95 budget as a result of our Zero-Base Budget Analysis. The total estimated amount of the budget reductions implemented by the Mayor in his Recommended 1994-95 budget, as a direct result of the Zero-Base Budget Analysis, is \$15.9 million. The Budget Analyst will report on the Mayor's implementation of the Zero-Base Budget Analysis for each Department in our detailed budget reports.

Also, in accordance with your direction, this budget review includes a Zero-Base Budget Analysis of the Mayor's Office and the Board of Supervisors.

The following highlights some of the data contained in the Mayor's recommended 1994-95 budget:

1. The Mayor's recommended 1994-95 total budget of \$2,783,164,374 is \$47,537,222 or approximately 1.74% percent more than the 1993-94 budget of \$2,735,627,152 as finally approved in the 1993-94 Annual Appropriation Ordinance. The 1994-95 budget provides for Salary Standardization increases for uniformed Police and uniformed Fire employees. No salary increases for Miscellaneous employees, Municipal Railway Platform Operators or Nurses have been included in the Mayor's recommended budget.

The budget also includes \$96,175,732 in continuing grant funds. This amount is not included in the budget totals cited above.

2. The Mayor's recommended 1994-95 General Fund budget of \$1,371,888,968 is \$12,011,462 more than the 1993-94 General Fund budget of \$1,359,877,506, representing an increase of 0.8 percent (less than one percent).

3. The Mayor's recommended 1994-95 budget includes 23,398 funded permanent positions or 151 more positions than the 23,247 funded positions shown in the revised 1993-94 budget approved by the Mayor and the Board of Supervisors. The Controller has revised the method of counting positions for the budget presentation by making adjustments for salary savings (which decrease the level of funded positions) and temporary salary appropriations (which increase the number of funded positions).

This increase of 151 positions City wide includes an increase of 77 General Fund and General Fund supported positions. All of this increase can be explained by increased staffing in the Police Department alone. According to the proposed budget, the number of funded positions in the Police Department has grown by 157. Therefore, if the Police Department were not included, there would be a decrease of 80 General Fund and General Fund supported positions.

The table below provides comparative data for General Fund and General Fund Supported Department expenditures. Comparisons between the 1993-94 original budget and the 1994-95 proposed budget and between the 1993-94 revised budget and the proposed 1994-95 budget are provided. The 1993-94 revised budget is approximately \$85.3 million more than the 1993-94 original budget. This difference is largely explained by Public Health Tier 1 and Tier 2 restorations, which added total expenditures of \$49.2 million (of which approximately \$22.0 million were General Fund supported expenditures) and additional SB855 transfer payment requirements of approximately \$25.7 million. These two items alone account for 88 percent or \$74.9 million of the \$85.3 million difference between the 1993-94 original and revised budgets.

General Fund and General Fund Supported Department Expenditures

				% Increase (Decrease) over Original	% Increase (Decrease) over Revised
	1993-94 <u>Original</u>	1993-94 <u>Revised</u>	1994-95 <u>Proposed</u>	1993-94 <u>Budget</u>	1993-94 <u>Budget</u>
General Fund Departments	\$1,161,695,889	\$1,233,722,313	\$1,239,570,141	6.70%	0.47%
Municipal Railway	268,722,432	271,704,565	271,684,015	1.10%	-0.01%
San Francisco General Hospital	242,376,835	256,225,562	246,809,485	1.83%	-3.67%
Laguna Honda Hospital	82,486,795	101,303,574	103,755,495	25.78%	2.42%
Capital Projects	5,388,100	8,029,700	6,216,800	15.38%	-22.58%
General Reserve	10,475,979	10,048,320	8,600,000	-17.91%	-14.41%
Restricted Reserves	<u>35,649,017</u>	<u>11,082,981</u>	<u>25,899,195</u>	<u>-27.35%</u>	<u>133.68%</u>
Totals	\$1,806,795,047	\$1,892,117,015	\$1,902,535,131	5.30%	0.55%

Note: The amounts shown above include General Fund expenditures of \$1,371,888,968, and non-General Fund revenue such as Muni Passenger fares, and Medi-Cal and patient care revenues earned by the San Francisco General Hospital and Laguna Honda Hospital.

4. The Mayor's recommended 1994-95 budget contains a General Fund Reserve of \$8,600,000. The Mayor anticipates that an additional \$1,400,000 will be added to that amount, making the General Fund Reserve \$10,000,000 based on the \$1,400,000 of reductions identified in the budgets of the Superior and Municipal Courts resulting from the Budget Analyst's Zero-Base Budget Analysis. However, the Zero Base recommendations of the Budget Analyst amounted to \$1.015 million, and not \$1.4 million. Our actual recommended reductions to the budgets of the Courts, which will be presented to the Budget Committee today, total \$1,162,967. Therefore, if the Board of Supervisors adopts our recommendations to reduce the Superior and Municipal Courts' budgets, and use such reductions to increase the General Fund Reserve, the General Reserve would amount to \$9.76 million, and not \$10.0 million. Only the Board of Supervisors, and not the Mayor, is authorized to make such reductions in the budgets of the Courts.

In addition, the City has an Emergency Reserve Fund balance of \$4,498,046 carried forward from 1993-94 into 1994-95. Other reserves have been established for specific purposes as follows:

Reserve for Audit Adjustments	\$4,500,000
Reserve for Employee Displacement (payoffs for vested leave for employees laid off)	1,000,000
Reserve for Collective Bargaining (New Memoranda of Understanding (MOU) not Provided for in the budget)	500,000
Reserve for Litigation including Salary Standardization Litigation	<u>19,899,195</u>
Total	\$25,899,195

6. Although the Mayor's recommended 1994-95 budget was in balance (see Point No. 7 below), when transmitted to the Board of Supervisors on June 1, 1994, in that the estimated revenues contained in the budget supported the estimated expenditures contained on the budget, based on our review and analysis, the Mayor's recommended 1994-95 General Fund budget includes the following estimated underbudgeted expenditures:

<u>Underbudgeted Expenditures</u>	<u>Amount (in millions)</u>
City's Share of CalTrain operating expenses per Peninsula Corridor Joint Powers Agreement	\$3.1
General Fund Workers Compensation	<u>2.9</u>
Total - Underbudgeted Expenditures	\$6.0

The Budget Analyst's estimate of \$6.0 million in underbudgeted expenditures is \$2.6 million less than the City's General Fund Reserve of \$8.6 million.

7. As a result of Proposition E (Library Fund), approved by the voters at the June 7, 1994 election, the Mayor's recommended 1994-95 budget is now out of balance by \$13.7 million as estimated by the Controller.

9. Impact of the State Budget

The Mayor's recommended 1994-95 budget has adjusted revenue estimates to account for \$6.0 million in reduced property tax revenue due to expected decisions in the State of California's 1994-95 budget. On June 14, 1994, the Budget Analyst received a memo from the City's Director of Intergovernmental Affairs

Memo to Budget Committee
June 21, 1994

regarding the Governor's June Revised Budget. Based on this memo, it appeared that the impact on the City would be between \$20.4 and \$21.4 million. However, \$3.0 million of that amount was already accounted for in the Mayor's Recommended budget in the above-mentioned adjustment to property tax revenue. Also, the initial estimate included an impact of \$10.4 million due to the elimination of Medi-Cal optional service categories. According to a subsequent review by the Department of Public Health, this \$10.4 million impact includes revenues supporting Medi-Cal services provided by private San Francisco hospitals. The DPH estimates that the impact on San Francisco General Hospital is between \$2.0 to \$3.0 million, instead of \$10.4 million as initially projected.

Also, the preliminary estimate of the City's Director of Intergovernmental Affairs anticipated revenue losses due to State retention of SB 855 and SB 910 transfer payments of between \$5.5 and \$6.5 million. The DPH estimates that this impact now ranges between \$8.0 and \$9.0 million. These two adjustments (which decreased the effect of elimination of Medi-Cal optional services from \$10.4 million to between \$2.0 and \$3.0 million and increased the impact from State retention of SB 855 and SB 910 transfer payments from between \$5.5 and \$6.5 to between \$8.0 and \$9.0) result in a net decrease to the impact of the State budget to between \$4.9 and \$5.9 million.

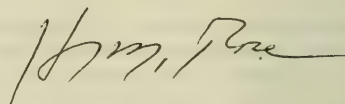
Other reductions in State revenue are for Health services to sponsored aliens (\$1.0 million) and elimination of prenatal services to undocumented women.

Therefore, based on the DPH's subsequent review of the Governor's Revised Budget, it currently appears that the total dollar impact on the City will range from \$11.7 to \$14.7 million (instead of \$20.4 million to \$21.4 million) if the City and County were to replace reductions in State revenue with General Fund dollars.

As of the writing of this report, the Budget Analyst has received no further information on the proposed State budget. The Budget Analyst will continue to work with the Controller and the Mayor's Office in order to keep the Budget Committee informed of future developments.

10. The results of the Budget Analyst's review are detailed in three separate reports to the Budget Committee. Each report contains the recommendations of the Budget Analyst, along with explanations supporting those recommendations. These reports are as follows:

- General Administration and Finance and Public Protection (June 21, 1994, 1:30 p.m.)
- Culture and Recreation and Public Works, Transportation and Commerce (June 22, 1994, 1:30 p.m.)
- Human Welfare, Community Health - Department of Public Health, General City Responsibilities and Capital Projects (June 23, 1994, 1:30 p.m.)



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board

Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
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CALENDAR

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**DEPARTMENTAL BUDGET HEARINGS
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO**

AUG 27 1996

SAN FRANCISCO
PUBLIC LIBRARY

WEDNESDAY, JUNE 22, 1994 - 1:30 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 100-94-1. [Annual Budget] Hearing to consider the Annual Budget of the City and County of San Francisco for Fiscal Year 1994-95. (Mayor)

GENERAL ADMINISTRATION AND FINANCE

80 Registrar (Recessed from meeting of 6/21/94)

CULTURE AND RECREATION

07 County Education Office
60 Academy of Sciences
28 Art Commission
46 War Memorial
61 Fine Arts Museums
62 Asian Art Museum
41 Public Library
42 Recreation and Park

2. File 127-94-8. [Transient Occupancy Tax] Ordinance amending Part III, Municipal Code, by amending Section 515 to limit certain fiscal year 1994-95 allocations to the amounts allocated in fiscal year 1993-94. (Supervisor Hsieh)

ACTION: Hearing held; recessed to June 29, 1994.

PUBLIC WORKS, TRANSPORTATION AND COMMERCE

90 Public Works
27 Airport
39 Port
36 Parking and Traffic
75 Electricity
40 Public Utilities Commission (PUC)
49 PUC Light, Heat and Power
32 Hetch Hetchy Project
47 Water
35 Department of Transportation (Municipal Railway)
San Francisco Redevelopment Agency

ACTION: Departmental hearings held. Asian Art Museum recessed to June 23, 1994.

3. File 161-94-3. [Redevelopment Agency Interim Budget] Resolution approving an interim budget of the Redevelopment Agency of the City and County of San Francisco for fiscal year 1994-95. (Redevelopment Agency)

ACTION: Exhibit A amended per Budget Analyst recommendations. Interim Budget reduced from "\$21,592,000" to "\$9,611,250". RECOMMENDED AS AMENDED. Resolution same title.

4. File 161-94-4. [Redevelopment Agency Budget and Bonds] Resolution approving the budget of the Redevelopment Agency of the City and County of San Francisco for fiscal year 1994-95; and approving the issuance by the Agency of Bonds in an aggregate principal amount not to exceed \$27,000,000 for the purpose of financing Redevelopment activities in fiscal year 1994-1995. (Redevelopment Agency)

ACTION: Hearing held. Amended on page 1, line 5 and page 3, line 2 by replacing "\$27,000,000" to "\$25,000,000". New title: "Resolution approving the budget of the Redevelopment Agency of the City and County of San Francisco for fiscal year 1994-95; and approving the issuance by the Agency of Bonds in an aggregate principal amount not to exceed \$25,000,000 for the purpose of financing Redevelopment activities in fiscal year 1994-1995". RECESSED TO JUNE 29, 1994.

07
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CITY AND COUNTY



OF SAN FRANCISCO

BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

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JUN 22 1994

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June 21, 1994

TO: Budget Committee
FROM: Budget Analyst
SUBJECT: June 22, 1994 Budget Committee Meeting

Item 2 - File 127-94-8

Note: This item was continued by the Budget Committee at its meeting of June 1, 1994.

Item: Ordinance amending Part III of the San Francisco Administrative Code by amending Section 515 to limit certain Fiscal Year 1993-94 allocations, to the amounts allocated in Fiscal Year 1993-94

Description:

1. Proceeds from the base Hotel Tax rate of 8% (excluding all current surcharges which equal 4% and bring the total Hotel Tax rate to 12%) are deposited in the Hotel Tax Fund and allocated to specific programs. The allocation is detailed in Section 515 of Part III of the San Francisco Municipal Code. The allocation was amended by ordinance in January, 1993 in order to include a Cultural Endowment Equity Fund allocation that will equal 1.75% of total Hotel Tax Fund base proceeds in 1994-95. The allocation was further amended in June, 1993 to specifically allocate portions of the base proceeds to the Asian Art Museum (in the amount of 2.1% in 1994-95) and the Fine Arts Museum (in the amount of 5.36% in 1994-95).

2. Also in June, 1993, the Administrative Code was amended to limit all 1993-94 allocations to amounts allocated in 1992-93 with the exception of the Cultural Endowment Equity Fund and the new allocations to the Asian Art Museum and the Fine Arts Museum. By

establishing such limits, the amount that could be transferred to the General Fund to help balance the 1993-94 budget was increased by approximately \$3.2 million.

3. This proposed ordinance would establish limitations of Hotel Tax Fund allocations at 1993-94 levels for Fiscal Year 1994-95 for all Hotel Tax funded programs except the Yerba Buena Center, the Cultural Endowment Fund, the Asian Art Museum and the Fine Arts Museum. By so limiting such allocations, additional Hotel Tax funds in the amount of \$2,505,524 would be available to balance the 1994-95 General Fund budget. According to Ms. Theresa Lee, of the Mayor's Office, this revenue is part of the Mayor's proposed 1994-95 budget.

4. The following table provides the Controller's calculation of the impact of the proposed ordinance. The \$61,176,000 total Hotel Tax Fund revenue (for the base 8% rate) is the current estimate for Fiscal Year 1994-95.

Proposed Revisions to Base 8% Hotel Tax Allocation

<u>Allocation of 8% Hotel Tax</u>	<u>1994-95 Allocation that Would be Implemented by this Proposed Ordinance</u>	<u>1994-95 Allocation if this Ordinance is not Approved</u>	<u>1994-95 Increased (Decreased) Allocation Due to the Proposed Ordinance</u>
Yerba Buena Center	\$25,589,921	\$25,589,921	\$ 0
Convention and Visitors Bureau	5,544,923	6,007,483	(462,560)
Housing Programs	3,494,487	3,851,265	(356,778)
War Memorial	5,544,923	6,007,483	(462,560)
Candlestick Park	3,454,487	3,811,265	(356,778)
Administration	99,077	122,352	(23,275)
Publicity & Advertising - Non Recurring	9,149,122	9,983,923	(834,801)
Publicity & Advertising - Recurring	144,168	152,940	(8,772)
Cultural Endowment Equity Fund	1,070,580	1,070,580	0
Asian Art Museum	1,284,696	1,284,696	0
Fine Arts Museum	<u>3,279,034</u>	<u>3,279,034</u>	<u>0</u>
Subtotal	\$58,655,418	\$61,160,942	(\$2,505,524)
General Fund	<u>2,520,582</u>	<u>15,058</u>	<u>2,505,524</u>
Total	\$61,176,000	\$61,176,000	\$ 0

BOARD OF SUPERVISORS
BUDGET ANALYST

Memo to Budget Committee
June 22, 1994

Recommendation: Approval of the proposed ordinance is a policy matter for the Board of Supervisors.

Memo to Budget Committee
June 22, 1994

Item 3 - File 161-94-3

Department: San Francisco Redevelopment Agency (SFRA)

Item: Resolution approving the interim budget of the Redevelopment Agency of the City and County of San Francisco for Fiscal Year 1994-95.

Amount: \$21,592,000

Source of Funds: Interim Budget

Property Sales	\$ 0
Rentals and Leases	2,438,000
Prior Year Earnings/Savings	6,812,000
Grants	12,268,000
Other Revenues	74,000
Tax Increment	<u>0</u>
Total	\$21,592,000

SFRA Budget: The San Francisco Redevelopment Agency (SFRA) has requested an interim budget for the month of July 1994 totaling \$21,592,000 as follows:

Personnel Costs	\$ 685,000
Administrative Overhead	<u>284,000</u>
Subtotal	\$969,000

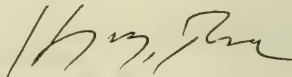
Capital Project Activities:	
Yerba Buena Center	\$1,154,000
Rincon Point-South Beach	361,000
Hunters Point	2,047,000
India Basin Industrial Park	0
Western Addition A-2	511,000
Hunters Point Shipyard	674,000
South of Market	40,000
City Wide Housing	11,085,000
South Beach Harbor	856,000
Economic Development	639,000
Art Center & Garden Operations	2,065,000
Treasure Island	981,000
GSA Site	<u>210,000</u>
Subtotal	20,623,000
Total Interim Budget	\$21,592,000

Memo to Budget Committee
June 22, 1994

Comments:

1. The proposed resolution would authorize an interim one-month budget for the SFRA of \$21,592,000 or 18.7 percent of the proposed FY 1994-95 budget of \$115,335,000. One month's funding would be approximately 8.3 percent or \$9,611,250. Therefore, the Budget Analyst recommends that the proposed interim budget be reduced by \$11,980,750 (\$21,592,000 minus \$9,611,250 equals \$11,980,750) to provide the SFRA with one month's funding.
2. The SFRA's FY 1994-95 interim budget includes four new permanent positions, two of which are unfilled and two of which are filled on a temporary basis. These proposed positions are analyzed in detail in our review of the annual SFRA budget (Item 4, File 161-94-4.)

Recommendation: Amend the proposed resolution to reduce the SFRA's interim budget by \$11,980,750 from \$21,592,000 to \$9,611,250 to provide the SFRA with one month's funding as discussed in Comment 1 above. Approve the proposed resolution as amended.


Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
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CALENDAR
SPECIAL CLOSED SESSION
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

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PUBLIC LIBRARY

THURSDAY, JUNE 23, 1994 - 1:00 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

Conference With Legal Counsel - Anticipated Litigation

Motion that the Budget Committee meet in closed session to confer with counsel to consider initiation of litigation pursuant to subdivision (a) of Section 54956.9 (1 case) based on the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992. This motion would be made on the basis that discussion in open session would prejudice the position of the City in this potential litigation.

1. File 32-94-2. [Franchise Fee Audit of Viacom for 1991 and 1992] Hearing to consider the Budget Analyst's Franchise Fee Audit of Viacom for 1991 and 1992. (Supervisor Bierman) (Continued from 6/15/94)

ACTION: The Budget Committee of the Board of Supervisors found that it is in the best interests of the City not to disclose any information revealed in its closed session deliberations in the proposed item listed above at this time and moved not to disclose any information at this time. Consideration continued to call of the chair.

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6/23/94

CALENDAR

DEPARTMENTAL BUDGET HEARINGS
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

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AUG 27 1996

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THURSDAY, JUNE 23, 1994 - 1:30 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 100-94-1. [Annual Budget] Hearing to consider the Annual Budget of the City and County of San Francisco for Fiscal Year 1994-95. (Mayor)

CULTURE AND RECREATION

- 62 Asian Art Museum (Recessed from meeting of 6/22/94)

HUMAN WELFARE

- 26 Commission on Aging
- 34 Human Rights Commission
- 48 Commission on the Status of Women
- 45 Social Services

COMMUNITY HEALTH - DEPARTMENT OF PUBLIC HEALTH

- 83 Community Health Services
- 85 Laguna Honda Hospital
- 86 San Francisco General Hospital
- 87 Community Mental Health

97 GENERAL CITY RESPONSIBILITIES

99 CAPITAL PROJECTS

ACTION: Departmental hearings held.

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CALENDAR

11 BUDGET COMMITTEE PUBLIC HEARING - PUBLIC TESTIMONY
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

SATURDAY, JUNE 25, 1994 - 9:00 A.M. to 1:00 P.M.

LEGISLATIVE CHAMBER

MEMBERS: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 100-94-1. [Annual Budget] Hearing to consider the Annual Budget of the City and County of San Francisco for Fiscal Year 1994-95. (Mayor)

9:00 - 10:00 a.m

GENERAL ADMINISTRATION AND FINANCE

- 70 Chief Administrative Officer
- 93 Convention Facilities Management
- 25 Mayor
- 23 Children's Fund
- 01 Board of Supervisors
- 18 Ethics Commission
- 03 City Attorney
- 08 Treasurer - Tax Collector
- 09 Controller
- 91 Purchaser
- 02 Assessor
- 78 Recorder
- 80 Registrar
- 29 City Planning
- 37 Permit Appeals
- 65 Rent Arbitration Board
- 71 Real Estate
- 30 Civil Service
- 33 Human Resources
- 44 Retirement System

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AUG 27 1996

SAN FRANCISCO
PUBLIC LIBRARY

PUBLIC PROTECTION

- 11 Trial Courts
- 12 Juvenile Probation
- 63 Law Library
- 72 County Agriculture - Weights & Measures
- 74 Medical Examiner/Coroner
- 76 Animal Care and Control
- 79 Public Administrator/Guardian
- 44 District Attorney
- 05 Public Defender
- 06 Sheriff
- 13 Adult Probation
- 31 Fire
- 38 Police

10:00 - 11:00 a.m.

CULTURE AND RECREATION

- 07 County Education Office
- 60 Academy of Sciences
- 28 Art Commission
- 46 War Memorial
- 61 Fine Arts Museums
- 62 Asian Art Museum
- 41 Public Library
- 42 Recreation and Park

PUBLIC WORKS, TRANSPORTATION AND COMMERCE

- 90 Public Works
- 27 Airport
- 39 Port
- 36 Parking and Traffic
- 75 Electricity
- 40 Public Utilities Commission (PUC)
- 49 PUC Light, Heat and Power
- 32 Hetch Hetchy Project
- 47 Water
- 35 Department of Transportation (Municipal Railway)
San Francisco Redevelopment Agency

11:00 a.m. - 1:00 p.m.

HUMAN WELFARE

- 26 Commission on Aging
- 34 Human Rights Commission
- 48 Commission on the Status of Women
- 45 Social Services

COMMUNITY HEALTH - DEPARTMENT OF PUBLIC HEALTH

- 83 Community Health Services
- 85 Laguna Honda Hospital
- 86 San Francisco General Hospital
- 87 Community Mental Health

ACTION: Public hearings held.

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CALENDAR
BUDGET REVIEW HEARINGS
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

TUESDAY, JUNE 28, 1994 - 1:30 P.M.

ROOM 228, CITY HALL

MEMBERS: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 100-94-1. [Annual Budget] Hearing to consider the Annual Budget of the City and County of San Francisco for Fiscal Year 1994-95. (Mayor)

GENERAL ADMINISTRATION AND FINANCE

70 Chief Administrative Officer
93 Convention Facilities Management
25 Mayor
23 Children's Fund
01 Board of Supervisors
18 Ethics Commission
03 City Attorney
08 Treasurer - Tax Collector
09 Controller
91 Purchaser
02 Assessor
78 Recorder
80 Registrar
29 City Planning
37 Permit Appeals
65 Rent Arbitration Board
71 Real Estate
30 Civil Service
33 Human Resources
44 Retirement System

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AUG 27 1996

SAN FRANCISCO
PUBLIC LIBRARY

PUBLIC PROTECTION

11 Trial Courts
12 Juvenile Probation
63 Law Library
72 County Agriculture - Weights & Measures
74 Medical Examiner/Coroner
76 Animal Care and Control
79 Public Administrator/Guardian
44 District Attorney
05 Public Defender
06 Sheriff
13 Adult Probation
31 Fire
38 Police

ACTION: Budget review hearings held. Recessed until June 30, 1994.



BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

June 24, 1994

TO: Budget Committee

FROM: Budget Analyst

SUBJECT: Recommendations of the Budget Analyst for Amendment of the Mayor's Fiscal Year 1994-95 Budget.

The Budget Analyst is providing the attached budget recommendations for departments listed below which are the subject of the Budget Committee budget hearing.

Budget Committee Public Hearing, June 28, 1994 1:30 p.m.**General Administration and Finance****Page**

70	Chief Administrative Officer.....	1
93	Convention Facilities Management.....	7
25	Mayor.....	11
23	Children's Fund.....	18
01	Board of Supervisors	22
03	City Attorney.....	29
08	Treasurer - Tax Collector.....	33
09	Controller.....	38
91	Purchaser.....	46
02	Assessor.....	52
78	Recorder.....	57
80	Registrar.....	63
29	City Planning.....	67
37	Permit Appeals	72
65	Rent Arbitration Board.....	75
71	Real Estate.....	78
30	Civil Service.....	81
33	Human Resources.....	84

Budget Committee Public Hearing, June 28, 1994 1:30 p.m.

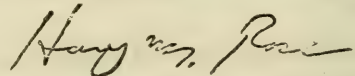
General Administration and Finance

Page

44	Retirement System.....	90
18	Ethics Commission.....	97

Public Protection

11	Trial Courts.....	100
12	Juvenile Probation.....	107
63	Law Library.....	117
72	County Agriculture - Weights & Measures.....	120
74	Medical Examiner/Coroner.....	124
76	Animal Care and Control.....	128
79	Public Administrator/Guardian.....	131
04	District Attorney.....	135
05	Public Defender.....	141
06	Sheriff.....	144
13	Adult Probation.....	152
31	Fire.....	156
38	Police.....	162



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Controller
Mayor

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 70 Chief Administrative Officer			Budget Detail: Budget Summary:	Page 2219 389
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$613,783	\$564,126	(49,657)	-8.1
Special Revenue Funds	80,702,830	119,256,609	38,553,779	47.8
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	<u>\$81,316,613</u>	<u>\$119,820,735</u>	<u>\$38,504,122</u>	<u>47.4 %</u>
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	7,177,558	6,085,879	(1,091,679)	-15.2
Other Revenues			0	n/a
Total Revenues	\$88,494,171	\$125,906,614	\$37,412,443	42.3 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$81,316,613	\$119,820,735	\$38,504,122	47.4 %
Supplemental Appropriations			0	n/a
Recoveries	7,177,558	6,085,879	(1,091,679)	-15.2
Other Expenditures			0	n/a
Total Expenditures	\$88,494,171	\$125,906,614	\$37,412,443	42.3 %
Mayor's Listed Positions:				
Permanent	17.0	37.0	20.0	117.6 %
Temporary			0.0	n/a
Work Order	7.0	10.0	3.0	42.9
Subtotal, Mayor's Budget	<u>24.0</u>	<u>47.0</u>	<u>23.0</u>	<u>95.8 %</u>
Adjustments (FTE):				
Overtime/Temporary	1.2	0.9	-0.3	-25.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(0.8)	(0.7)	0.1	-12.5
Other Adjustments	<u>(5.4)</u>	<u>(2.3)</u>	<u>3.1</u>	<u>-57.4</u>
Total FTE	19.0	44.9	25.9	136.3 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

70 - Chief Administrative Officer

Financial Data:

The Chief Administrative Officer's proposed \$119,820,735 budget for 1994-95 is \$38,504,122 or 47.4 percent higher than the original 1993-94 budget of \$81,316,613. The net increase from the revised 1993-94 budget to the Standardized budget is \$34,571,532 or 40.6 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
CAO General Office	\$1,479,272	\$2,209,554	\$704,154	\$703,695
Solid Waste Management	0	0	3,510,776	3,508,147
Risk Management	5,815,174	5,928,037	4,599,532	4,599,510
Yerba Buena	1,111	(22,217)	(4,134)	(3,734)
Publicity and Advertising	10,481,201	12,852,269	9,293,808	9,293,290
Waterfront Transportation	532,895	539,287	399,804	398,906
Neighborhood Beautification	437,052	1,140,379	497,110	497,110
Unreinforced Masonry	0	31,986	34,516,767	34,516,396
Building Program				
Commute Assistance	0	0	200,321	200,214
Public Finance	0	0	748,118	747,680
911 Project	0	0	860,943	860,727
Debt Service	<u>69,747,466</u>	<u>69,747,466</u>	<u>70,584,673</u>	<u>70,584,673</u>
Subtotal CAO Programs	\$88,494,171	\$92,426,761	\$125,911,872	\$125,906,614
Miscellaneous W/O Recovery	(831,351)	(831,351)	(1,031,351)	(1,031,351)
Public Finance W/O Recovery	0	0	(752,180)	(752,180)
Risk Management	(5,808,964)	(5,808,964)	(3,765,105)	(3,765,105)
Waterfront Transportation	(537,243)	(537,243)	(537,243)	(537,243)
W/O Recovery				
Total	<u>\$81,316,613</u>	<u>\$85,249,203</u>	<u>\$119,825,993</u>	<u>\$119,820,735</u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division **70 - Chief Administrative Officer**

Department Revenue

The Neighborhood Beautification Fund, which is funded through payroll taxes is estimated to increase from \$450,000 in FY 1993-94 to \$500,000 in FY 1994-95.

Miscellaneous Work Order Recovery includes General Office Work Order Recovery, Yerba Buena Work Order Recovery, and Commute Assistance Work Order Recovery.

Department Expenditure

The CAO reduced General Fund expenditures by \$47,795, including miscellaneous reductions.

Comments

1. Total increased budgeted costs of \$38,504,122 include the following new items:

-) The Solid Waste Management Program, at \$3,508,147. This program was funded for 10 months through a supplemental appropriation in FY 1993-94;
-) The Unreinforced Masonry Building Program, at \$34,516,396. This program, which provides grants to seismically upgrade unreinforced masonry buildings in San Francisco, is funded through General Obligation Bond funds;
-) The 911 Project, at \$860,727. This project would be funded by a 50¢ fee on all residential telephone lines and most commercial telephone lines;
-) The Commute Assistance Program, at \$200,321. This program is funded from Proposition B Sales Tax revenues provided by the Transportation Authority. The Commute Assistance Program implements projects designed to discourage City employees from commuting to work in single occupancy vehicles.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

70 - Chief Administrative Officer

2. Not including the above-noted new costs, the CAO's costs have decreased from \$81,316,613 to \$80,735,251, a decrease of \$581,362, or .7 percent.

3. The Publicity and Advertising Fund, which supports grants to various arts organizations in San Francisco, expends the amount of the previous fiscal year's actual Hotel Tax revenues in any given year. Specifically, in FY 1992-93, revenues equalled \$10,481,201, and the Publicity and Advertising Fund therefore expended \$10,481,201 in FY 1993-94. Revenues equalled \$9,293,290 in FY 1993-94, and the Publicity and Advertising Fund will therefore expend \$9,293,290 in FY 1994-95. The difference between FY 1992-93 revenues and FY 1993-94 revenues represented a reduction of \$1,187,911, or 11.3 percent. The reason for these decreased revenues is that Publicity and Advertising Fund revenues were frozen at FY 1992-93 levels for FY 1993-94, and also because because FY 1993-94 Hotel Tax revenues were not fully realized.

4. Public Finance costs, included in the proposed budget at \$474,680, were previously included under CAO General Office costs. Public Finance costs support in-house staff and associated expenditures to arrange bond issuances and lease financing agreements for the City.

5. The total number of FTEs is proposed to increase by 25.9 FTEs, from 19 in FY 1993-94 to 44.9 in FY 1994-95, because: (1) 5 FTEs are included for the UMB Program; (2) 18 FTEs are included for the Solid Waste Program; and (3) 2.9 FTEs due miscellaneous other adjustments. None of these positions are new. The Solid Waste Program employees were previous included under a different budget; the remaining FTEs were added mid-year in FY 1993-94.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

70 Chief Administrative Officer

Page No.	Object	Account Title	Position/ Equipment	Number		Amount		Savings
			Number	From	To	From	To	

11 Project (420232)

2275	100	Professional Services				480,000	480,000	*
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* Pending identification of specific contractors including MBE/WBE designations, reserve the amount of \$200,000.

2275	340	Controller-Data Processing				300,000	300,000	*
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* Pending identification of specific contractors by the Controller's ISD, including MBE/WBE designations, reserve the amount of \$300,000.

Risk Management (420380)

2237	100	Professional Services				123,450	118,702	4,748
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The CAO included an increase of \$4,892 or 4.5% for the contract of the City's Risk Manager as an estimate of the increase to be granted to Permanent-Miscellaneous employees. Delete the proposed increase since Miscellaneous employees were not granted a salary increase.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

70 Chief Administrative Officer

Page			Position/ Equipment	Number		Amount		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	<u>Saving</u>

General Office (420018)

2224	018	Premium Pay				\$3,940	\$3,040	\$90
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Reduce to reflect a reduction in General Fund supported costs for the EIPSC Administrative Assistant. These costs will be paid from Work Order Expenditures, and also appear in the budget under that category.

Total Recommended Reductions	\$5,64
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Total Recommended Reserves	\$780,00
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**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 93 Convention Facilities			Budget Detail:	Page
			Budget Summary:	1828
				231
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$0	\$0	\$0	n/a
Other Departmental Revenue	45,537,625	44,988,930	(548,695)	-1.2
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	<u>\$45,537,625</u>	<u>\$44,988,930</u>	<u>(\$548,695)</u>	-1.2 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$45,537,625	\$44,988,930	(\$548,695)	-1.2 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$45,537,625	\$44,988,930	(\$548,695)	-1.2 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$45,537,625	\$44,988,930	(\$548,695)	-1.2 %
Mayor's Listed Positions:				
Permanent	3.0	3.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	<u>3.0</u>	<u>3.0</u>	<u>0.0</u>	0.0 %
Adjustments (FTE):				
Overtime/Temporary	0.0	0.0	0.0	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings	0.0	0.0	0.0	n/a
Other Adjustments			0.0	n/a
Total FTE	3.0	3.0	0.0	0.0 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

93 - Convention Facilities Management

Financial Data:

The Convention Facilities Management proposed \$44,988,930 budget for 1994-95 is \$548,695, or 1.2 percent less than the original 1993-94 budget of \$45,537,625. The net decrease from the revised 1993-94 budget to the Standardized budget is \$916,560 or 2.0 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Property Rental (Moscone Center Debt Service)	24,306,181	24,306,181	24,509,673	24,509,673
Contract with Spectacor Management Group	9,521,687	9,521,687	9,319,888	9,319,888
San Francisco Convention and Visitors Bureau	5,717,333	5,717,333	5,717,333	5,717,333
Utilities	2,902,550	2,902,550	2,825,487	2,825,487
Insurance	2,120,000	2,120,000	2,120,000	2,120,000
Other Costs	969,874	1,337,739	496,623	496,549
Total	<u>\$45,537,625</u>	<u>\$45,905,490</u>	<u>\$44,989,004</u>	<u>\$44,988,930</u>

Department Revenues:

Revenues are projected to decline from \$8,604,481 to \$8,072,618, a decrease of \$531,863, or 6.2 percent, due to decreased use of convention facilities because of the closure of Brooks Hall, located in Civic Center, for seismic upgrades.

Hotel tax revenues of \$36,916,312 (a decrease of \$16,832, or .05 percent, from FY 1993-94 Hotel Tax revenues of \$36,933,144) would support additional operating expenditures and capital improvement expenditures for Convention Facilities Management.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

93 - Convention Facilities Management

Department Expenditures

1. The \$496,623 in Other Costs, above, includes funding for the department's three permanent positions, at \$218,058. City-wide overhead of \$186,300 is also included, as well as costs for an auditor, at \$40,000, in conformance with the contract with the Spectacor Management Group. Remaining costs of \$52,265 include sundry costs such as telephone, reproduction, mail services, and on.
2. The same three full time positions would be funded under the proposed budget as in the prior year.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

93 - Convention Facilities Management

Page			Position/ Equipment	Number		Amount		
No.	Object	Account Title	Number	From	To	From	To	Savings
<u>Convention Facilities Management (421131)</u>								
1830	316	Central Shops				\$2,000	\$1,471	\$52
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
1829	310	Central Shops				4,200	2,577	1,62
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
Total Recommended Reductions								\$2,15

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 25 Mayor's Office		Budget Detail: Budget Summary:		Page 2009 303
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$4,238,913	\$4,038,841	(200,072)	-4.7
Realignment Revenues	923,507	923,507	0	24.5
Other Departmental Revenue	400,000	497,936	97,936	24.5
General Fund Dept. Revenue	63,000	63,000	0	0.0
Subtotal, Mayor's Budget	\$5,625,420	\$5,523,284	(\$102,136)	-1.8 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	608,366	725,875	117,509	19.3
Other Revenues	14,543,045	14,518,704	(24,341)	-0.2
Total Revenues	\$20,776,831	\$20,767,863	(\$8,968)	0.0 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$20,168,465	\$20,041,988	(\$126,477)	-0.6 %
Supplemental Appropriations			0	n/a
Recoveries	608,366	725,875	117,509	19.3
Other Expenditures			0	n/a
Total Expenditures	\$20,776,831	\$20,767,863	(\$8,968)	0.0 %
Mayor's Listed Positions:				
Permanent	78.0	76.0	-2.0	-2.6 %
Temporary			0.0	n/a
Work Order	5.0	5.0	0.0	0.0
Subtotal, Mayor's Budget	83.0	81.0	-2.0	-2.4 %
Adjustments (FTE):				
Overtime/Temporary	0.1	0.2	0.1	100.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(3.6)	(5.3)	-1.7	47.2
Other Adjustments			0.0	n/a
Total FTE	79.5	75.9	-3.6	-4.5 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **25 Mayor's Office**

Financial Data

The Mayor's proposed \$5,523,284 budget for 1994-95 is \$102,136 or 1.82 percent less than the original 1993-94 budget of \$5,625,420. The net decrease from the revised 1993-94 budget to the Standardized budget is \$8,453,011 or 60.48 percent. The large decrease from the revised 1993-94 budget reflects the fact that Economic Development Loan fund expenditures are not appropriated to the Mayor's budget until after the Fiscal Year begins.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Workers Comp-Mayor	\$24,256	\$24,256	\$24,256	\$24,256
Public Safety Special Project	343,963	344,602	343,663	343,663
Office of the Mayor	1,749,650	1,740,699	1,682,633	1,683,970
Mayor Project Expense	35,000	33,694	35,000	35,000
Mayor's Criminal Justice Council	0	49,469	0	0
Day Laborers Prog.	75,489	75,489	95,000	95,000
Business/Community Services	610,840	813,287	528,143	531,044
Mayor's Office of Criminal Justice	840,217	839,891	834,730	836,011
Office of Emergency Services	369,915	369,646	453,765	455,109
Employee Relations Division	315,736	315,680	0	0
Mayor- Children's Baseline	860,354	859,876	860,895	861,295
MOBED - Film Production	0	101,486	87,082	86,936
Yerba Buena Center Project	400,000	1,493,665	200,000	200,000
Exp.				
MOBED Econd Dev.	0	6,754,555	211,000	211,000
Revolving Loan Fund				
MOCD-Muni Graffiti Cleanup	0	160,000	160,000	160,000
	\$5,625,420	\$13,976,295	\$5,516,167	\$5,523,284

The Summary of Budget Activities above do not include grant-funded or other activities such as the Office of Community Development, Public Safety Grant Funds, and work order funds.

Department Revenues:

1994-95 Mayor's Office Revenues include:

General Fund	\$3,878,841
Department Revenue - Federal Emer. Mgt. Asst.	63,000
Realignment Revenue Transfer (replaced AB90 Revenue in 1992-93 to fund the Mayor's Criminal Justice Council)	923,507
Film Office Revenue	86,936
Yerba Buena Center Project Fund Revenue	200,000
Economic Development Revolving Loan Fund	211,000
MUNI Railway Revenue* (used for Graffiti cleanup project operated by the San Francisco Conservation Corps)	<u>160,000</u>
Total	\$5,523,284

* MUNI revenue is generally considered to be General Fund

The Mayor's Office budget also includes grant fund revenue that totals \$14,518,704 from Department of Housing and Urban Development Community Development Block Grant funds (CDBG) (amounting to \$13,229,339) and a Public Safety Grant (\$1,289,365). The CDBG revenues shown in the Mayor's budget represent approximately six months of the annual allocation, for calendar year 1994, and has already been approved by the Board of Supervisors.

Lastly, the Mayor's Office receives work order funds from the following sources:

San Francisco International Airport	\$550,000
Hetch Hetchy Operating Fund	40,875
Clean Water Operating Fund	85,000
Cable TV Access Fund	<u>50,000</u>
Total	\$725,875

Expenditures supported by these work order funds are in the City Administration Division and Mayor's Office of Business and Economic Development. Such expenditures are discussed in the next section. The work order funds budgeted in 1994-95 are \$117,509 or 19.3% more than the work order funds appropriated to the Mayor's Office in 1993-94.

Department Expenditures:

1. The Mayor's Office net General Fund supported expenditures decreased by approximately \$200,000 in the Mayor's Recommended Budget compared to the original 1993-94 budget. Most of this reduction was due to the net effect of transferring two positions from the Mayor's Office of Business and Economic Development to the Redevelopment Agency and the transfer of two positions from the Employee Relations Division to the Human Resources Department.

This transfer of four positions is offset by the addition of two positions to the Mayor's Office of Emergency Services (OES). These positions are to support a Geographic Information Systems (GIS) Development Project, approved by the Board of Supervisors in a 1993-94 supplemental appropriation, and a second position that will perform existing duties, allowing the deputy OES Director to devote full time to management issues for the consolidation of all 911 Dispatch departments (Police, Fire, and Paramedics) in preparation for a new 911 Emergency Dispatch Facility. The need for these new functions have been previously reported to the Board of

Supervisors. Funding is offset by an increase of approximately \$12,000 for salary savings in this program.

2. The work order funds described above (\$725,875) are allocated to the Administration Division (\$588,302 for State and Federal Lobbyists and support costs) and to the Mayor's Office of Business and Economic Development (\$137,573 for 3 staff positions).

3. At the direction of the Budget Committee, the Budget Analyst has conducted a Zero Base analysis of the Mayor's Office. The pages following this section display the results of that review of programs and their costs. The Mayor's Program Budget has been reconciled to the official 1994-95 Mayor's Recommended Budget as part of this review. Major accomplishments and performance measures are included in the Mayor's Program Budget.

The Zero Base analysis and the Budget show a total of 31 positions for the Office of Community Development. However, this number of positions is understated by half, as are expenditures for this program. The actual number of positions currently funded is 62. The expenditures represent the approximate amounts for the Community Development Block Grant (CDBG) for the six month period July 1, 1994 through December 31, 1994. The CDBG budget is on a calendar year, and the Board of Supervisors will receive the CDBG budget request for the 1995 calendar year in the fall of 1994.

Comment

Also at the direction of the Budget Committee, the Budget Analyst has requested information on the uses and current balances of the Mayor's Office Protocol Fund and Mayor's Special Fund. Also, the Budget Analyst has identified a Work Order funded Protocol expense for the Mayor's Host Committee amounting to \$25,000 in 1994-95. The Mayor's Office response to the request of the Budget Committee is presented below.

General Fund

Protocol Fund: \$15,000 * Balance as of June 1 - \$2,500

Purpose: This fund provides for proclamations, greetings, keys to the City, flags, photography service, invitations, gifts and other supplies and expenses associated with meetings with visiting local, state and foreign dignitaries.

Mayor's Special Fund: \$20,000 * Balance as of June 1 - \$4,400

Purpose: This fund provides for travel and related expenses at the U. S. Conference of Mayor's meetings, trade trips, attendance at City and County related business meetings at Washington D.C., County Supervisors Association of California (CSAC), California League of Cities and other lobbying related activities on behalf of the City and County.

Work Order Funded

Protocol Office Host Committee: \$25,000 *

Purpose: Funds two part time staff to provide administrative support to the Protocol Office. Duties include making arrangements for receptions and meetings with visiting dignitaries and representation of the Mayor at Consular Corps events.

* Amount requested in the 1994-95 budget.

Department Summary

Department:

25 Mayor

Revised

Mission Statement:

A second review of the Mayor's budget expenditure and revenue indexes has resulted in the reallocation of some costs and revenues among programs since our report of June 17, 1994

The Mayor's Office is the executive office of the City. Responsibilities include supervising the administration of all departments under boards and commissions appointed by the Mayor. The Mayor shall be responsible for the enforcement of all laws relating to the municipality and for the review and submission of the annual executive budget. The Mayor shall coordinate and enforce cooperation between all departments of the City and County as required by the Charter.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94		
	FTE	Costs	Revenues
1 City Administration	30	\$3,455,789	\$554,083
2 Business and Community	11	767,754	156,914
3 Criminal Justice Council	8	2,472,570	2,128,607
4 Community Development and Housing	62	13,730,144	13,654,655
5 Emergency Services	4	369,915	63,000
TOTAL	115	\$20,796,172	\$16,557,259

\$4,238,913

1994-95

	1994-95 Expenditures				1994-95 Revenues				Mayor's
	Department	Mayor	Budge. Analyst	Net General Fund	Department	Mayor	Budge. Analyst	Net General Fund	
1 City Administration	\$3,150,082	\$3,150,082	3,150,082		\$633,057	\$633,057	\$633,057	\$2,517,025	
2 Business and Community	798,294	798,294			267,250	267,250	267,250	\$531,044	
3 Criminal Justice Council	2,469,039	2,469,039	2,469,039		2,125,376	2,125,376	2,125,376	\$343,663	
4 Community Development and Housing	13,895,339	13,895,339	13,895,339		13,640,339	13,640,339	13,640,339	\$255,000	
5 Emergency Services	455,109	455,109			63,000	63,000	63,000	\$392,109	
TOTAL	\$20,767,863	\$20,767,863	\$20,767,863		\$16,729,022	\$16,729,022	\$16,729,022	\$4,038,841	

Department: 25 Mayor

Programs :

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 City Administration	1. This program includes the Mayor, Chief of Staff, Press Office, Program and Fiscal Policy Office, City Lobbyist, administrative support and the Children's Baseline. Responsibilities include oversight of Boards and Commissions and coordination of all City departments. In addition, the Office of Program and Fiscal Policy assists the Mayor to ensure that the City operates within available resources and that services are effectively and efficiently delivered to the residents of the City and County of San Francisco.	30	\$3,455,789	28	\$3,150,082
2 Business and Community	2. This program includes local business and community services, Film Commission, and international trade and commerce activities: <ul style="list-style-type: none"> • Respond to all complaints and community inquiries relating to the administration of the affairs of the City and County in the most efficient and effective way possible. • Provide assistance to all 36 neighborhoods of the City through Mayor's neighborhood liaisons. • Promote and enhance San Francisco as the primary economic, cultural and academic gateway to the Pacific Rim and Latin America. • Promote the economic opportunities of the City as a viable business development location. • Improve the local business climate by retaining existing employers and help attract new jobs. 	10	767,754	8	798,294
3 Criminal Justice Council	3. Coordinate the development and implementation of community crime prevention strategies including special projects targeted to high risk youths. Administer State and Federal contracts targeted to gang prevention, community substance abuse prevention and education and training.	8	2,472,570	8	2,469,039

Department: 25 Mayor

Programs :

		1993-94		1994-95	
		FTE	Cost	FTE	Cost
4 Development and Housing	<p>4. Develop and administer available resources, particularly federal Community Development block Grant (CDBG) funds and improve the physical, economic and social conditions of San Francisco's low income communities. The Mayor's Office of Housing is responsible for assisting the development of housing opportunities for low and moderate income San Francisco residents through the expenditure of federal and local funds for housing subsidies. MOH administers housing finance programs funded from a variety of sources to assist: 1) development of new rental housing; 2) development of housing with supportive services; 3) acquisition and rehabilitation of existing rental housing by non-profit organizations; 4) rehabilitation of rental housing of investor/owners; 5) rehabilitation of low-income owner occupied homes and 6) low and moderate income first-time buyers. MOH also monitors ongoing compliance with requirements of regulatory agreements on these projects financed with City and Federal funds or subject to City ordinance.</p>	31	13,730,144	31	13,895,339
5 Emergency Services	<p>OES is charged with developing and managing the City and County of San Francisco Emergency Operations Plan, coordinating all protective and relief services; training all personnel connected with the operation and implementation of all emergency plans and activities; including the coordination of City departments during and following a declared emergency, and operation of the Emergency Command Center.</p>	4	369,915	6	455,109
TOTAL		83	\$20,796,172	81	\$20,767,863

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

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Department/Division: 23 Children's Fund

Budget Detail:

Budget Summary:

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	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated			\$0	n/a
Other Departmental Revenue	12,318,393	12,478,422	160,029	1.3
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	\$12,318,393	\$12,478,422	\$160,029	1.3 %
Adjustments:				
Supplemental Appropriations	\$228,233		(\$228,233)	-100.0 %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$12,546,626	\$12,478,422	(\$68,204)	-0.5 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$12,318,393	\$12,478,422	\$160,029	1.3 %
Supplemental Appropriations	228,233		(228,233)	-100.0
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$12,546,626	\$12,478,422	(\$68,204)	-0.5 %
Mayor's Listed Positions:				
Permanent	34.0	35.0	1.0	2.9 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	34.0	35.0	1.0	2.9 %
Adjustments (FTE):				
Overtime/Temporary	6.1	6.5	0.4	6.6 %
Supplemental Appropriations			0.0	n/a
Salary Savings	0.0	0.0	0.0	n/a
Other Adjustments			0.0	n/a
Total FTE	40.1	41.5	1.4	3.5 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Mayor's Office of Children, Youth and Families

Financial Data:

The Mayor's Office of Children, Youth and Families proposed \$12,478,422 budget for 1994-95 is \$160,029 or 1.3 percent more than the original 1993-94 budget of \$12,318,393. The net decrease from the revised 1993-94 budget to the Standardized budget is \$2,548,105 or 17.0 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Administration	\$10,997,044	\$12,274,941	\$11,010,251	\$11,013,675
Public Library	421,451	528,332	423,585	424,257
Recreation and Parks	363,539	415,283	312,615	312,948
Public Health-Satellite Health Clinic	377,576	485,525	373,859	374,725
Community Mental Health	158,783	1,436,732	157,780	157,896
Juvenile Probation .	0	0	196,628	194,921
<hr/>				
Total	<u>\$12,318,393</u>	<u>\$15,140,813</u>	<u>\$12,474,718</u>	<u>\$12,478,422</u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Mayor's Office of Children, Youth and Families

Department Revenues:

The proposed 1994-95 budget for the Mayor's Office of Children, Youth and Families is based on an estimate of the property tax revenues that must be set aside for children's services pursuant to the Children's Amendment to the Charter. The proposed budget was based on a preliminary estimate of \$12,478,422. Since the budget was prepared, the Controller has revised the estimate of property tax revenues for the Children's Fund to \$13,841,891. The Mayor will submit a fiscal adjustment to effect this new estimate. The 1994-95 Children's Service Plan that was prepared in December, 1993 as a plan for 1994-95 Children's Fund expenditures was based on an estimate of \$12,749,000 in property tax revenues.

Department Expenditures:

According to the Children's Amendment, at least 25 percent of property tax revenues must be spent on each of three categories including: (a) Childcare, (b) Health and Social Services and (c) Job Readiness, Training and Job Placement. The balance can be spent on Library, Recreation, Delinquency Prevention and Education services. The Mayor's Office of Children, Youth and Families has allocated the Controller's revised estimate of \$13,841,891 to these categories and to Children's Fund administration as follows:

Childcare	\$3,231,837
Health and Social Services	3,231,837
Job Readiness, Training and Job Placement	3,231,837
Library, Recreation, Delinquency Prevention and Education	3,231,837
Subtotal - Programs	<hr/> \$12,927,348
Administration (Mayor's Office of Children, Youth and Families)	914,543
Total	<hr/> \$13,841,891

Comments:

The monies in the Children's Fund have been set aside for a specific purpose in accordance with the Children's Amendment to the Charter. Any reductions made by the Board of Supervisors must remain in the Children's Fund for reappropriation to other children's services.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Mayor's Office of Children, Youth and Families

<u>Page</u>			<u>Position/</u>	<u>Number</u>	<u>Amount</u>			
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Equipment</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>
								<u>Savings</u>
<u>Administration (324376)</u>								
1962	112	Travel					\$13,820	\$9,303
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						\$4,517
Total Recommended Reductions								\$4,517

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 01 Board of Supervisors

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Budget Detail:
Budget Summary: 185

	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$5,116,486	\$5,124,486	\$8,000	0.2
Special Revenue Funds	120,000	150,000	30,000	25.0
General Fund Dept. Revenue	250	153,150	152,900	61160.0
Subtotal, Mayor's Budget	\$5,236,736	\$5,427,636	\$190,900	3.6 %
Adjustments:				
Supplemental Appropriations	\$296,635		(\$296,635)	-100.0 %
Recoveries	15,019	0	(15,019)	-100.0
Other Revenues			0	n/a
Total Revenues	\$5,548,390	\$5,427,636	(\$120,754)	-2.2 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$5,236,736	\$5,427,636	\$190,900	3.6 %
Supplemental Appropriations	296,635		(296,635)	-100.0
Recoveries	15,019	0	(15,019)	-100.0
Other Expenditures			0	n/a
Total Expenditures	\$5,548,390	\$5,427,636	(\$120,754)	-2.2 %
Mayor's Listed Positions:				
Permanent	56.0	56.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	56.0	56.0	0.0	0.0 %
Adjustments (FTE):				
Overtime/Temporary	0.7	1.0	0.3	42.9 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(1.4)	(2.5)	-1.1	78.6
Other Adjustments	0.8	4.4	3.6	450.0
Total FTE	56.1	58.9	2.8	5.0 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **01 Board of Supervisors**

Financial Data:

The Board of Supervisors' proposed \$5,427,636 budget for 1994-95 is \$190,900 or 3.6 percent more than the original 1993-94 budget of \$5,236,736. The net increase from the revised 1993-94 budget to the Standardized budget is \$131,417 or 2.5 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Board of Supervisors	\$4,995,324	\$5,015,051	\$5,157,167	\$5,158,951
Citizens Telecommunications Policy Committee	120,000	160,525	150,000	150,000
Children's Baseline	<u>121,412</u>	<u>120,643</u>	<u>118,629</u>	<u>118,685</u>
Total	<u>\$5,236,736</u>	<u>\$5,296,219</u>	<u>\$5,425,796</u>	<u>\$5,427,636</u>

Department Revenues:

The budget includes a revenue increase of \$152,900 for filing fees, hearing fees and findings of fact. Revenue from cable television franchise fees are also increased by \$30,000 from \$120,000 in FY 1993-94 to \$150,000 in FY 1994-95. The budgeted increase is due to an increase in the estimated revenue from the 0.2 percent of the franchise fee paid to the City by Viacom.

Department Budget Increases:

The budgeted number of positions remains unchanged at 56, not including the three members of the Assessment Appeals Board. There are no budgeted salary increases. The most significant increase in the budget is an increase of \$94,000 in Fees and Other Compensation and \$15,591 in Temporary Salaries for an additional 3.6 FTEs, due to the number of Assessment Appeals filed with the Assessment Appeals Board, which has increased from 978 in fiscal year 1992-93 to 9,537 in fiscal year 1993-94.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **01 Board of Supervisors**

The Board of Supervisors reduced its budget for membership dues for fiscal year 1993-94 which resulted in the City paying membership dues in amounts less than the amounts requested by those organizations as follows:

	Membership Dues <u>Requested</u>	Dues Budgeted and Paid	Dues Not Paid
California State Association of Counties (CSAC)	\$102,900	\$93,410	\$9,490
National Association of Counties (NACO)	<u>17,222</u>	<u>16,560</u>	<u>662</u>
Total	\$120,122	\$109,970	\$10,152

The Board of Supervisors operating budget includes an increase of \$15,824 from \$123,713 to \$139,537 in funding for Membership Dues as follows:

	Fiscal Year 1993-94 <u>Budget</u>	Requested <u>Increase</u>	Fiscal Year 1994-95 <u>Budget</u>
California State Association of Counties	\$93,410	\$12,177	\$105,587
National Association of Counties	11,373	1,896	13,269
National League of Cities	16,560	1,351	17,911
Other	<u>2,370</u>	<u>400</u>	<u>2,770</u>
Total	\$123,713	\$15,824	\$139,537

Comments:

1. The Joint Venture Agreement between the Board of Supervisors and the Budget Analyst provides for an increase of \$53,144 for the estimated cost of analysis of Memoranda of Understanding (MOUs) which are expected to be negotiated during fiscal year 1994-95. Further in accordance with the Agreement, the Controller has determined that the Joint Venture Agreement requires the City to provide an increase of \$20,760 or 1.64%, based on the increase in the total costs of fringe benefits granted in the City's MOU with Local 21. In accordance with the Agreement, the Controller determines the amount of such adjustment. Because the Mayor's Office inadvertently did not provide for this adjustment, a budget correction was requested by the Clerk of the Board.

2. At the direction of the Budget Committee, the Budget Analyst has conducted a Zero Base analysis of the Board of Supervisors Office. Pages following the recommendations to this section display the results of that review of programs and their costs. The Board of Supervisors Program budget has been reconciled to the official 1994-95 Mayor's Recommended Budget as part of this review. Major accomplishments and program objectives are included in the Mayor's Program Budget.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

01 - Board of Supervisors

<u>Page</u> <u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment Number</u>	<u>Number</u> <u>From</u> <u>To</u>	<u>Amount</u> <u>From</u> <u>To</u>	<u>Savings</u>
<u>General Fund (300012)</u>						
1839	144	Membership Dues To reduce to the amount budgeted and paid for in FY 1993- 94.			\$139,537 \$123,713	\$15,82
1839	190	Other Non-Personal Services This budget provides monies for official advertising in the amount of \$263,726. Based on the contract awards for the City's official advertising and the current rate of expenditure, the budgeted amount should be reduced by \$58,100.			454,297 396,197	58,10
1840	351	City Mail Services Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95.			49,140 42,900	6,24

Total Recommended Reductions

\$80,16

Department: BOARD OF SUPERVISORS

Mission Statement:

To provide high quality services for the Board of Supervisors, for city and county officials and employees, and for the residents of and the visitors to this City in a timely manner. The Board of Supervisors are committed to providing excellent and efficient service in often stressful situations. We treat all people with understanding and respect.

1993-94 Budgets by Program

Mayor's Budget Programs	1993-94			
	FTE	Costs	Revenues	Net General Fund
1 Administration	52	\$3,769,350	\$150,000	\$3,619,350
2 Assessment Appeals	2.3	\$133,284	\$250	\$133,034
3 Delinquency Prevention	2	\$121,412	\$0	\$121,412
4 Budget Analyst		\$1,212,690	\$0	\$182,006
<i>Subtotal</i>	56	\$5,236,736	\$150,250	\$4,055,802
Capital Improvements				
TOTAL	56	\$5,236,736	\$150,250	\$4,055,802

1994-95

	1994-95			
	1994-95 Expenditures		1994-95 Revenues	
	Department	Mayor	Budget Analyst	Budget Analyst
1 Administration	\$3,798,128	\$3,798,128	\$150,000	\$150,000
2 Assessment Appeals	244,989	244,989	153,150	153,150
3 Delinquency Prevention	120,369	118,685		
4 Budget Analyst	1,329,126	1,265,834		
TOTAL	\$5,492,612	\$5,427,636	\$303,150	\$303,150

Zero Base Analysis of the Board of Supervisors

Subprogram Descriptions and Costs

Board of Supervisors

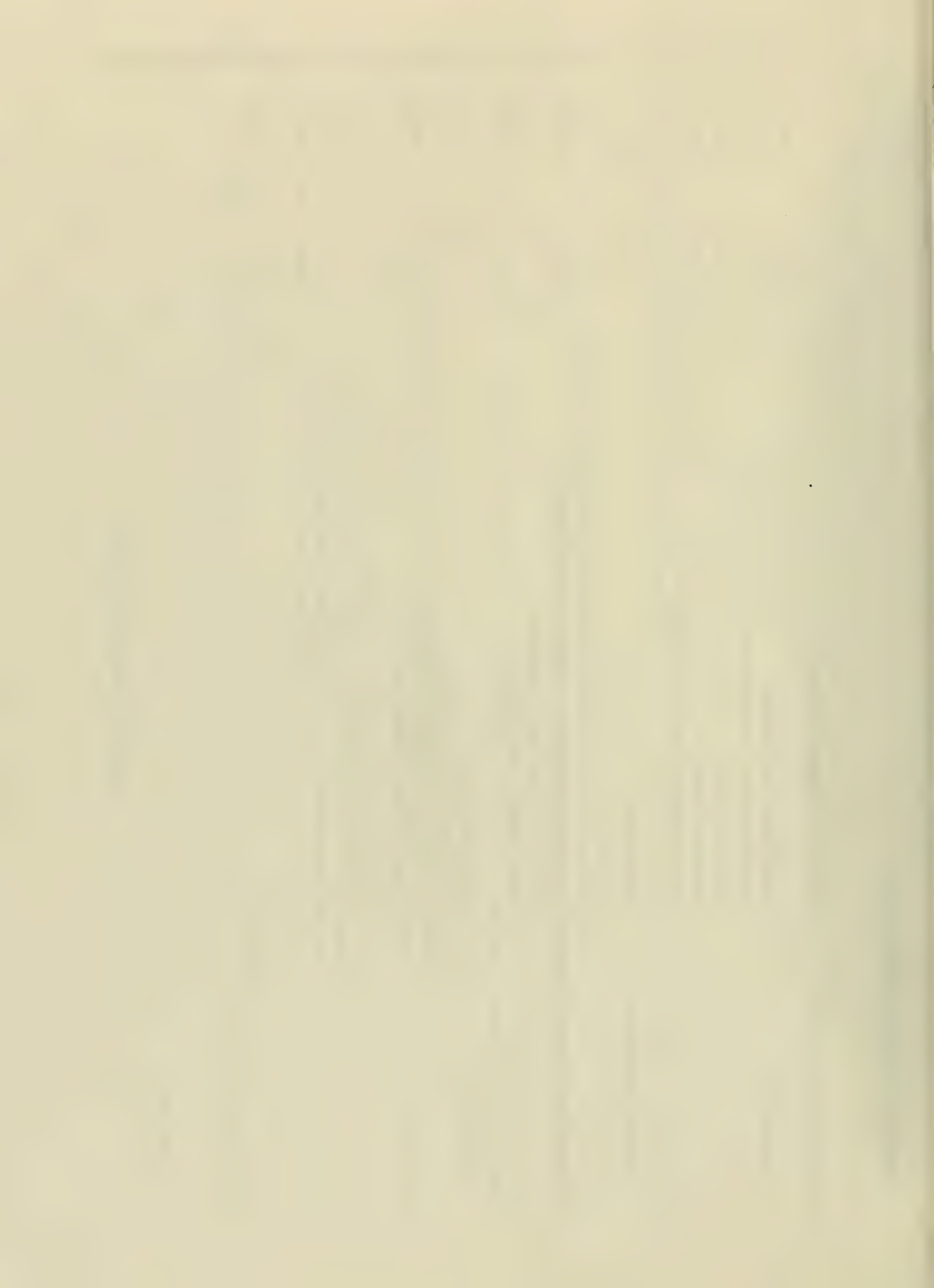
Sub-programs ranked by department:

	Description	1993-94		1994-95	
		FTE	Cost	FTE	Cost
1 Administration	To provide high quality services for the Board of Supervisors, for city and county officials and employees, and for residents of and the visitors to this city in a timely manner. The Board of Supervisors is committed to providing excellent and efficient service in often stressful situations and to treating all people with understanding, dignity and respect.	52	\$3,769,350	50.6	\$3,798,128
1 Assessment Appeals	To receive and hear appeals by property owners from values placed on property by the City Assessor. The purpose of this function is to equalize the valuation of taxable property as required by the Constitution of the State of California	2.3	\$133,284	6.4	\$244,989
1 Delinquency Prevention Commission	Coordinates services for high-risk young people in San Francisco pursuant to the Welfare and Institutions Code of the State of California.	2	121,412	2	118,685
1 Budget Analyst	Performs budget analysis, management audits, determines fiscal impact and reports on items calendared by the Board's Committees, responds to requests for information and prepares special reports as directed by the Board of Supervisors.		1,212,690		1,265,834
TOTAL		56.3	\$5,236,736	59	\$5,427,636

Zero Base Analysis of the Board of Supervisors

Department: Board of Supervisors

<i>Sub-programs of the department:</i>	<i>Objectives/Performance Measures:</i>	1992-93	1993-94
1 Administration	Board of Supervisors Meetings	53	51
	Board of Supervisors Committee Meetings	180	191
	Ordinances Adopted	396	493
	Resolutions Adopted	1,043	1,025
	Telecommunications Contracts Administered	3	3
2 Assessment Appeals Board	Appeals Filed	978	9,537
	Appeals Disposed	796	3,555
3 Delinquency Prevention Commission	Monthly meetings of four youth coalitions and sub-committees	88	133
	Publications to improve access to programs	2	4
	Events to improve access to programs	9	17
4 Budget Analyst	Review annual budget	1	1
	Attend Board of Supervisors meetings	53	51
	Legislative items reviewed for fiscal impact	1,577	1,540
	Committee reports on agenda items	1,020	1,364
	Special project reports	12	7
	Management audits completed	4	3



**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 03 City Attorney		Budget Detail: Budget Summary:		Page 1869 213
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$5,873,569	\$5,726,516	(147,053)	-2.5
Special Revenue Funds			0	n/a
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	\$5,873,569	\$5,726,516	(\$147,053)	-2.5 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	200,000	35,250	(164,750)	-82.4
Other Revenues			0	n/a
Total Revenues	\$6,073,569	\$5,761,766	(\$311,803)	-5.1 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$5,873,569	\$5,726,516	(\$147,053)	-2.5 %
Supplemental Appropriations			0	n/a
Recoveries	200,000	35,250	(164,750)	-82.4
Other Expenditures			0	n/a
Total Expenditures	\$6,073,569	\$5,761,766	(\$311,803)	-5.1 %
Mayor's Listed Positions:				
Permanent	178.0	178.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	178.0	178.0	0.0	0.0 %
Adjustments (FTE):				
Overtime/Temporary	2.4	2.4	0.0	0.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(21.7)	(5.8)	15.9	-73.3
Other Adjustments	(7.4)	(25.2)	-17.8	240.5
Total FTE	151.3	149.4	-1.9	-1.3 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **03 City Attorney**

Financial Data:

The City Attorney's proposed \$5,726,516 budget for 1994-95 is \$147,053 or 2.5 percent less than the original 1993-94 budget of \$5,873,569. The net decrease from the revised 1993-94 budget to the Standardized budget is \$334,629 or 5.5 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Legal Services	\$14,506,821	\$14,494,397	\$15,257,513	\$15,221,004
Recoveries	(8,633,252)	(8,433,252)	(9,494,488)	(9,494,488)
Total	\$5,873,569	\$6,061,145	\$5,763,025	\$5,726,516

Comments:

1. The number of permanent position remains unchanged at 178 for 1994-95. FTE's have been reduced from 151.3 to 149.4 a 1.9 decrease.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

03 City Attorney

Page	Object	Account Title	Position/ Equipment	Number		Amount		Savings
			Number	From	To	From	To	
General Fund (302505)								
75	001	* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.				\$10,709,311	\$10,697,123	*
78	001	Principal Claims Investigator	8153	1	1	85,618	74,308	\$11,310
78	001	Legislative Assistant	8169	1	1	46,710	45,832	878
		Budgeted salaries exceed maximum annual salary at the top step.						
375	060	Mandatory Fringe Benefits				1,797,821	1,795,775	2,046
		Corresponds to reduction in salaries.						
376	310	Central Shops				5,700	4,500	1,200
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
376	316	Central Shops				1,932	1,000	932
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

03 City Attorney

Page			Position/ Equipment	Number		Amount		
No.	Object	Account Title	Number	From	To	From	To	Savings
1876	350	Reproduction				39,000	30,000	9,000
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
		Total						\$25,360

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 08 Treasurer/Tax Collector		Budget Detail:		Page
		Budget Summary:		1881
				225
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$7,667,664	\$7,885,163	\$217,499	2.8
Special Revenue Funds	99,077	99,077	0	0.0
General Fund Dept. Revenue	2,251,108	2,777,783	526,675	23.4
Subtotal, Mayor's Budget	\$10,017,849	\$10,762,023	\$744,174	7.4 %
Adjustments:				
Supplemental Appropriations	\$335,614		(\$335,614)	-100.0 %
Recoveries	489,133	517,643	28,510	5.8
Other Revenues			0	n/a
Total Revenues	\$10,842,596	\$11,279,666	\$437,070	4.0 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$10,017,849	\$10,762,023	\$744,174	7.4 %
Supplemental Appropriations	335,614		(335,614)	-100.0
Recoveries	489,133	517,643	28,510	5.8
Other Expenditures			0	n/a
Total Expenditures	\$10,842,596	\$11,279,666	\$437,070	4.0 %
Mayor's Listed Positions:				
Permanent	144.0	155.0	11.0	7.6 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	144.0	155.0	11.0	7.6 %
Adjustments (FTE):				
Overtime/Temporary	9.9	10.0	0.1	1.0 %
Supplemental Appropriations	2.0		-2.0	-100.0
Salary Savings	(7.1)	(7.9)	-0.8	11.3
Other Adjustments			0.0	n/a
Total FTE	148.8	157.1	8.3	5.6 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **08 Treasurer/Tax Collector**

Financial Data:

The Treasurer/Tax Collector's proposed \$10,762,023 budget for 1994-95 is \$744,174 or 7.4 percent more than the original 1993-94 budget of \$10,017,849. The net increase from the revised 1993-94 budget to the Standardized budget is \$274,054 or 2.6 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Administration	\$842,957	\$896,006	\$890,974	\$888,318
Treasury	908,948	1,039,317	1,130,546	1,131,596
Investments	334,581	312,683	345,838	345,149
Property Tax	1,288,957	1,576,619	1,455,195	1,455,693
Business Tax	3,142,052	3,185,785	3,257,880	3,257,897
License	769,661	767,953	645,479	646,362
Delinquent Revenue	<u>2,631,616</u>	<u>2,611,258</u>	<u>2,939,050</u>	<u>2,937,931</u>
Subtotal - General Fund	\$9,918,772	\$10,389,621	\$10,664,962	\$10,662,946
Hotel Tax	<u>99,077</u>	<u>98,348</u>	<u>99,014</u>	<u>99,077</u>
Total	\$10,017,849	\$10,487,969	\$10,763,976	\$10,762,023

The Mayor's budget request of \$10,762,023 would provide funding for 144 existing positions in the Treasurer/Tax Collector's Office, two positions previously approved in a supplemental appropriation and nine additional new positions in the Business Tax Division and in the Bureau of Delinquent Revenue of the Tax Collector's Office as follows:

		<u>No. of Positions</u>	<u>Salary and Fringe Benefit Amount</u>	
Administration:				
1372	Special Assistant XIII	1	\$75,499*	
1654	Principal Accountant	1	<u>57,195*</u>	
	Total Administration			\$132,694

* Previously approved on a supplemental appropriation

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **08 Treasurer/Tax Collector**

Business Tax Division

	<u>No. of Positions</u>	<u>Salary and Fringe Benefit Amount</u>
1822 Administrative Analyst	1	\$63,372
1818 Senior Information Systems Specialist II	1	71,626
1656 Head Accountant	1	73,336
1654 Senior Accountant	1	68,178
1632 Senior Account Clerk	1	46,500
1630 Account Clerk	1	<u>40,319</u>
Total Business Tax		\$363,331

Bureau of Delinquent Revenue:

4306 Collections Officer	<u>3</u>	<u>152,646</u>
Totals	11	\$648,671

The Tax Collector has requested the six positions (1822 Administrative Analyst, 1818 Senior Information Systems Specialist II, 1656 Head Accountant, 1654 Senior Accountant, 1632 Senior Account Clerk and 1630 Account Clerk) to assume administrative and clerical duties which are presently being performed by six existing auditors. The Tax Collector estimates that additional audits that could then be performed by the six existing auditors would generate an estimated \$3,000,000 in increased revenue to the City.

The Tax Collector estimated that the three requested new 4306 Collection Officer positions in the Bureau of Delinquent Revenue would generate an additional \$1,500,000 in increased revenue.

Due to the elapsed time required to fill the positions, train the incumbents, perform the audits, hear appeals and collect the increased revenues, the Controller has only included increased revenues of approximately twice the cost of these additional positions or an estimated \$1.5 million. The Budget Analyst concurs with the conservative estimates of the Controller. The six new positions in the Business Tax Division were previously recommended by the Budget Analyst during the Zero-Based Budget Analysis. Based on additional justification provided, the Budget Analyst is now recommending the three additional Collections Officer positions which are requested for the Bureau of Delinquent Revenue.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

08 - Treasurer/Tax Collector

Page			Position/ Equipment	Number		Amount		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	<u>Savings</u>

Treasury (558015)

1888	190	Non Personal Services				\$96,600	\$76,600	\$20,000
		Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95.						

Property Tax (558031)

1897	190	Non Personal Services				127,197	116,397	10,800
		Reduce based on the contract awards for the City's official advertising.						

1897	351	City Mail Services				255,200	147,200	108,000
		Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95.						

Delinquent Revenue (558080)

1906	310	Central Shop - Fuel				4,611	2,500	2,111
		Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

08 - Treasurer/Tax Collector

Page No.	Object	Account Title	Position/ Equipment Number	Number		Amount		Savings
				From	To	From	To	
006	316	Central Shop - Repairs				1,725	755	970
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
		Total Recommended Reduction						<u>\$141,881</u>

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

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Department/Division: 09 Controller

Budget Detail:
Budget Summary:

	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$13,393,586	\$12,811,265	(582,321)	-4.3
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	125,000	455,000	330,000	264.0
Subtotal, Mayor's Budget	\$13,518,586	\$13,266,265	(\$252,321)	-1.9 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	18,310,469	19,232,884	922,415	5.0
Other Revenues			0	n/a
Total Revenues	\$31,829,055	\$32,499,149	\$670,094	2.1 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$13,518,586	\$13,266,265	(\$252,321)	-1.9 %
Supplemental Appropriations			0	n/a
Recoveries	18,310,469	19,232,884	922,415	5.0
Other Expenditures			0	n/a
Total Expenditures	\$31,829,055	\$32,499,149	\$670,094	2.1 %
Mayor's Listed Positions:				
Permanent	355.0	367.0	12.0	3.4 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	355.0	367.0	12.0	3.4 %
Adjustments (FTE):				
Overtime/Temporary	10.8	6.5	-4.3	-39.8 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(20.7)	(24.7)	-4.0	19.3
Other Adjustments	(4.7)	0.0	4.7	-100.0
Total FTE	340.4	348.8	8.4	2.5 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

09 - Controller

Financial Data:

The Controller's proposed \$13,266,265 budget for 1994-95 is \$252,321 or 1.9 percent less than the original 1993-94 budget of \$13,518,586. The net decrease from the revised 1993-94 budget to the Standardized budget is \$6,124,626 or 3.2 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Management Division	1,853,858	1,911,666	1,878,572	1,875,594
Financial Operations	6,726,523	7,482,400	6,523,556	6,520,093
Internal Audits	891,333	888,457	825,841	823,467
Payroll/Personnel	4,064,872	4,114,826	4,046,960	4,047,111
Information Services Div.				
Expenditures	18,310,469	19,016,252	18,956,498	18,932,884
Recoveries	-18,310,469	-18,540,607	-19,232,884	-19,232,884
Projects	0	0	300,000	300,000
Relocation	0	4,517,897	0	0
ISD subtotal	0	4,993,542	23,614	0
Total	13,536,586	19,390,891	13,298,543	13,266,265

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **09 - Controller**

Department Expenditures:

The Controller's General Fund budget has decreased by \$252,321 for 1994-95. However, when work order expenditures of the Information Services Division (ISD) are included, there is a net increase of \$670,094 in the Controller's budget for 1994-95. This results primarily from the following principal adjustments in each of the Controller's five divisions:

Management: An increase of \$55,000 is requested in order to conduct a comprehensive review of the City's cost allocation plan. The Controller states that such a review could ultimately result in increased City revenues;

Financial

Operations: The budget is reduced by \$211,431 as the result of lower rates paid for information services to the Controller's Information Services Division;

Internal Audits: Two positions will be deleted for salary and fringe benefit savings of \$76,879 (including one position which is re-assigned to Payroll and Personnel);

Payroll and

Personnel: The division's budget is relatively unchanged with a net reduction of \$17,761;

Information

Services: The division proposes to add 13 new positions, as discussed below. Of the 13 new positions, 10 would be funded at an increased salary and fringe benefit cost of \$558,305, while three would be unfunded for 1994-95;

The budget includes \$300,000 in new ISD project costs for the City's 911 emergency dispatch system.

Comments:

1. The Information Services Division has requested 13 new positions for 1994-95 to provide data processing services to other departments. Of these, 7 would be dedicated to specific client departments, and 6 would be ISD "overhead" positions to provide generic consulting services.

(a) Seven dedicated 1874 Senior Programmer Analysts have been requested at a salary and fringe benefit cost of \$378,572 to support the following programs and departments:

- One position to provide technical support for the Court Management System operated by the Superior and Municipal Courts, Police, District Attorney, Sheriff, and Adult Probation;

**RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95**

Department/Division: **09 - Controller**

- One position to provide adequate ISD staff to maintain the Police Department's existing 911 dispatch system while implementation is underway for the new 911 Computer Aided Dispatch and Records Management System;
- One position to implement management information systems for the new Human Resources Department, including database systems to monitor the City's personnel actions, collective bargaining agreements, and affirmative action compliance;
- One position for the Fire Department to implement several computer projects, including (1) a computerized staff assignment system; (2) a computerized database concerning building inspections, including inspection schedules, quality of compliance, and building conditions; and (3) an arson incident and early warning system to record incidents of arson, identify structures at high risk of arson, track information concerning both known and "potential arsonists, e.g. persons acting in a suspicious manner." The Budget Analyst recommends the disapproval of this position.
- Three positions would be added to support the Retirement System data systems. Two programmer analysts would assist in implementing the new Benefit Payments information system for issuing pension benefits. One programmer analyst would perform tasks now performed under contract, in order to reduce contractual services during 1995-96, at a cost savings estimated at \$113,000 for 1995-96. The contractual services which are expected to be eliminated or reduced in 1995-96 as a result of adding one programmer analyst in 1994-95 are currently provided by the Pacific Coast and S.K. White consulting firms.
- (b) Six positions would be added to provide ISD consulting services City-wide; these positions are defined as ISD "overhead" positions. The services of these employees would be work-ordered to individual departments according to the services rendered.

Three of the six "overhead" positions would be funded in 1994-95 at a salary and fringe benefit cost of \$179,584; the remaining three positions would be unfunded in the 1994-95 budget.

ISD proposes to implement the following new projects using these positions:

Funded positions

- **PC Development/Criminal Justice:** One 1874 Senior Programmer Analyst would be added at a salary cost of \$45,832 to identify and automate routine administrative functions in criminal justice departments in order to reduce administrative backlogs and/or increase staff efficiency;
- **PC Development/Small Departments:** One 1874 Senior Programmer Analyst would be added at a salary cost of \$45,832 to automate administrative functions in smaller departments to streamline operations or improve service.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **09 - Controller**

- **Client Consulting:** One 1875 Senior Systems Programmer would be added to ISD's Network Management Group at a salary cost of \$60,526 to provide technical assistance and support for Local Area Networks (LAN) throughout the City. ISD notes that, "as major applications are implemented on LANs in the departments, departmental LAN Administrators are generally not equipped to deal with networking problems beyond the basic ones."

The Budget Analyst recommends that the proposed salary cost of \$60,526 for this 1875 Senior Systems Programmer be deleted, and that the position be unfunded in 1994-95. If departments experience a specific need for the client consulting services of ISD's Network Management Group, they would be required to identify a source of funds for these services within their existing budget. (If the position is funded in 1994-95, the cost of the position, although it would still be work-ordered to departments, would be added as a new expense in departmental budgets).

Unfunded Positions

ISD proposes to add the following three "overhead" positions without funding them in 1994-95. These positions could be filled only if a source of funds could be identified by client departments.

- **PC Development/Small Departments:** In addition to the funded 1874 Senior Programmer Analyst shown above for PC Development in small departments, ISD proposes to add one additional unfunded 1874 Senior Programmer Analyst. Contingent on a source of funds, this position would automate routine administrative functions in smaller departments, in order to streamline operations or improve service.
- **New Technology:** ISD would add one 1864 Senior Systems and Procedures Analyst. Contingent on a source of funds, this position would assist City departments to explore, identify, and introduce new information technologies in response to specific identified needs, including increased service demands, operational inefficiencies, or improved information for decision-making.

Geographic Information Systems: ISD would add one 1874 Senior Programmer Analyst. Contingent on a source of funds, this position would assist City department (such as the Department of Public Works and the Police and Fire Departments) to analyze geographic information, such as high crime areas, infrastructure needs, or police and fire deployment in emergency situations.

2. The Controller's Internal Audits Division would eliminate one 1850 Senior EDP Auditor for reduced salary costs of \$55,438. One 1819 MIS Specialist III would be reassigned from Internal Audits to Payroll and Personnel.

3. The Controller proposes reclassifications and substitutions affecting a total of 22 positions. These changes would result in no net change in the number of positions, and would result in net increased salary costs for 1994-95 of \$11,166. The Budget Analyst recommends a

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **09 - Controller**

reduction of \$6,292 in the proposed budget for a 1686 Supervising Auditor position which would be substituted for an 1801 Supervising Performance Auditor. This recommendation would reduce the fiscal effect of the proposed reclassifications and substitutions from \$11,166 to \$4,874.

4. The net increase of 12 positions in the Controller's 1994-95 budget results from the proposed addition of 13 positions in the Information Services Division, and the deletion of one position in the Internal Audits Division, as discussed above. However, total funded positions have increased by only 8.4 Full Time Equivalents due to increases in salary savings requirements and due to various other adjustments. The total salary cost for the additional 12 positions, at the 1994-95 maximum salary amount, would be \$809,393, if all the new positions were funded at this level. However, as noted above, three of the proposed new positions are unfunded in the 1994-95 budget.

The proposed budget includes actual new salary costs of \$473,014 for the 10 proposed funded ISD positions, and a reduction of \$55,438 for the deleted position in Internal Audits, for a budgeted net increase of \$417,576 in salary costs for the new positions.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

09 Controller

Page	Object	Account Title	Position/ Equipment	Number		Amount		Savings
			Number	From	To	From	To	

09 Budget (310458)

127	001	Permanent Salaries				\$9,746,048	\$9,639,690	*
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* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.

143	001	Sr. Systems Programmer	1875	6	6	421,568	361,042	\$60,526
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Delete funds for a new position which is added to provide data processing consulting services for client departments. Instead, a funding source should be identified by client departments using existing funds.

143	001	Sr. Programmer Analyst	1874	38	37	1,904,219	1,858,387	45,832
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Reflects the deletion of a new position to develop new Fire Department information systems. The need for this position has not been adequately justified.

127	060	Mandatory Fringe Benefits				1,838,628	1,819,484	19,144
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Corresponds to reduction in salaries.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

09 Controller

Page	No.	Object	Account Title	Position/ Equipment	Number	From	To	Amount	To	Savings
1927	100		Professional Services					4,599,504	4,599,504	*

* Reserve \$661,000 in proposed contracts pending identification of contractors, hourly rates, and MBE/WBE status.

Internal Audit (309369)

1935	001		Permanent Salaries					949,484	943,192	*
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* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.

1947	001		Supervising Auditor	1686	4	4		244,504	238,212	6,292
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Reduce to actual 1994-95 salary requirement for the four positions.

1935	060		Mandatory Fringe Benefits					177,303	176,170	1,133
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Corresponds to reduction in salaries.

Total Recommended Reduction									<u>\$132,927</u>
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Total Recommended Reserve									\$661,000
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**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 91 Purchaser				Page 2351
Budget Detail:				Budget Summary: 461
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$1,930,050	\$1,794,572	(135,478)	-7.0
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	250,675	250,675	0	0.0
Subtotal, Mayor's Budget	\$2,180,725	\$2,045,247	(\$135,478)	-6.2 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	17,516,946	18,547,160	1,030,214	5.9
Other Revenues			0	n/a
Total Revenues	\$19,697,671	\$20,592,407	\$894,736	4.5 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$2,180,725	\$2,045,247	(\$135,478)	-6.2 %
Supplemental Appropriations			0	n/a
Recoveries	17,516,946	18,547,160	1,030,214	5.9
Other Expenditures			0	n/a
Total Expenditures	\$19,697,671	\$20,592,407	\$894,736	4.5 %
Mayor's Listed Positions:				
Permanent	192.0	191.0	-1.0	-0.5 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	192.0	191.0	-1.0	-0.5 %
Adjustments (FTE):				
Overtime/Temporary	1.7	1.8	0.1	5.9 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(12.4)	(9.1)	3.3	-26.6
Other Adjustments			0.0	n/a
Total FTE	181.3	183.7	2.4	1.3 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

91 - Purchaser

Financial Data:

The Purchaser's proposed \$2,045,247 budget for 1994-95 is \$135,478 or 6.2 percent less than the original 1993-94 budget of \$2,180,725. The net decrease from the revised 1993-94 budget to the Standardized budget is \$610,635 or 23.0 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Worker's Comp: Administration	\$148,357	\$148,357	\$0	\$0
Management/Administration	606,672	617,181	566,396	566,317
Operations Improvement	35,000	91,061	0	0
Central Shops	12,775,371	13,140,103	13,370,038	13,364,195
Procurement Services	2,838,942	2,821,482	2,915,812	2,916,800
Reproduction	3,164,944	3,231,658	3,613,373	3,615,095
Auto Purchase	<u>128,385</u>	<u>128,385</u>	<u>130,000</u>	<u>130,000</u>
Total Expenditures	19,697,671	20,178,227	20,595,619	20,592,407
Administration	(291,147)	(291,147)	(106,113)	(106,113)
Central Shops	(12,775,371)	(12,780,770)	(13,364,195)	(13,364,195)
Procurement Services	(1,285,434)	(1,285,434)	(1,461,757)	(1,461,757)
Reproduction	(3,164,994)	(3,164,994)	(3,615,095)	(3,615,095)
Total Work Order Recoveries	(17,516,946)	(17,522,345)	(18,547,160)	(18,547,160)
Net Expenditures	<u>\$2,180,725</u>	<u>\$2,655,882</u>	<u>\$2,048,459</u>	<u>\$2,045,247</u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

91 - Purchaser

Department Revenues:

Work order recovery revenues are anticipated to increase from \$17,516,946 (original FY 1993-94) to \$18,547,160 (Mayor's Standardized), an increase of \$1,030,214 or 5.9 percent, due to increased demand for Purchaser services.

Department Expenditures:

The Department's total proposed FTEs have increased because salary savings have been reduced and because, as indicated below, the proposed budget includes two additional employees provided for by other departments. The proposed budget includes a decrease of one permanent position and a decrease in salary savings equal to 3.3 FTEs.

Comments

1. To meet the salary savings included in the proposed budget, the Purchaser has eliminated an invoice processing function and is proposing to lay off three Senior Account Clerks. The Mayor's proposed FY 1994-95 budget reflects the reduction of one of these positions.

2. The proposed budget includes two additional employees in Procurement Services, a Senior Purchaser and a Supervising Purchaser, whose total salary costs, including benefits, will be offset by work order recoveries from San Francisco General Hospital and the Water Department. The proposed budget also includes other position substitutions resulting in a net decrease of two positions.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

91 - Purchasing

<u>Page</u>	<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment Number</u>	<u>From</u>	<u>To</u>	<u>Amount</u>		<u>Savings</u>
							<u>From</u>	<u>To</u>	
<u>General Fund (540443)</u>									
2364	001		Permanent Salaries				\$2,031,723	\$2,016,079	*
			* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
2375	001		Supervising Purchaser	1958	4	3	239,151	189,538	\$49,613
	001		Purchaser	1952	10	11	451,230	485,199	(33,969)
			Human Resources Department approval for the proposed reclassification has not been finalized. This position is supported by Work Order recoveries from MUNI.						
2364	060		Mandatory Fringe Benefits				392,993	390,333	2,660
			Corresponds to reduction in salaries.						
2365	351		City Mail Services				39,400	37,384	2,016
			Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

91 - Purchasing

Page No.	Object	Account Title	Position/ Equipment			<u>Amount</u>		<u>Savings</u>
			<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	
<u>Procurement Services (942110)</u>								
256	390	Interdepartment Recovery				(1,461,757)	(1,443,453)	(18,304)
		Reflects reduction in Work Order recoveries as a result of denying upward reclassification of Purchaser position.						

Production and Mail Services Fund (540468)

67	113	Training				700	525	175
		Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95.						
67	130	Materials and Supplies				375,000	341,250	33,750
		Estimated reduction to reflect actual anticipated recoveries from user departments. Will be adjusted to actual based on actual recoveries.						
67	190	Other Non-Personal Svcs				2,065,724	1,883,428	182,296
		Estimated reduction to reflect actual anticipated recoveries from user departments. Will be adjusted to actual based on actual recoveries.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

91 - Purchasing

Page			Position/ Equipment			<u>Amount</u>		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	<u>Savings</u>
<u>Central Shops (542001)</u>								
2360	130	Materials and Supplies				4,743,509	4,226,918	516,591
		Estimated reduction to reflect actual anticipated recoveries from user departments. Will be adjusted to actual based on actual recoveries.						
2360	113	Training				15,350	12,623	2,727
		Reduce to 1993-94 budget level adjusted by a cost of living factor for FY 1994-95.						
Total Reductions								<hr/> \$737,555

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 02 Assessor			Budget Detail: Budget Summary:	Page 1852 197
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$6,040,007	\$5,907,650	(132,357)	-2.2
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	20,430	0	(20,430)	-100.0
Subtotal, Mayor's Budget	\$6,060,437	\$5,907,650	(\$152,787)	-2.5 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$6,060,437	\$5,907,650	(\$152,787)	-2.5 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$6,060,437	\$5,907,650	(\$152,787)	-2.5 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$6,060,437	\$5,907,650	(\$152,787)	-2.5 %
Mayor's Listed Positions:				
Permanent	97.0	107.0	10.0	10.3 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	97.0	107.0	10.0	10.3 %
Adjustments (FTE):				
Overtime/Temporary	0.6	0.0	-0.6	-100.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(5.3)	(5.2)	0.1	-1.9
Other Adjustments			0.0	n/a
Total FTE	92.3	101.8	9.5	10.3 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **02 Assessor**

Financial Data:

The Assessor's proposed \$5,907,650 budget for 1994-95 is \$152,787 or 2.5 percent less than the original 1993-94 budget of \$6,060,437. The net decrease from the revised 1993-94 budget to the Standardized budget is \$465,154 or 7.3 percent.

Summary of Budgeted Activities:

	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Real Property	\$2,600,806	\$2,668,142	\$2,486,994	\$2,486,656
Personal Property	1,939,679	1,910,202	1,718,628	1,717,589
Technical Services	693,112	687,752	644,400	645,406
Administration	777,937	1,057,805	1,021,207	1,019,785
Workers Compensation	<u>48,903</u>	<u>48,903</u>	<u>38,214</u>	<u>38,214</u>
Total	\$6,060,437	\$6,372,804	\$5,909,443	\$5,907,650

Department Expenditures:

The only major reduction in the budget is a decrease in Professional Services of \$500,000 which was budgeted in fiscal year 1993-94 on a one-time basis to obtain the services of a consultant to assist the San Francisco Assessor's Office in the areas of (1) defending current real property assessments and (2) maximizing property tax revenue by capturing all available property assessments. The consultant has assisted in preparing the defense of large assessment appeals. The budget includes two upward reclassifications.

Three reclassifications of Personal Property Appraisers to Real Property Appraisers and a net increase of ten other positions, which are expected to produce increased revenues in excess of their cost, have been included in the Mayor's budget as recommended by the Budget Analyst in the Zero Based Budget report as follows:

	<u>No. of Positions:</u>	<u>Salary and Fringe Benefit Amounts:</u>
1844 Senior Management Assistant	1	\$63,429
1818 Senior Information Systems Specialist II	1	<u>60,988</u>
Total Administration		\$124,417

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **02 Assessor**

Real Property

4261	Real Property Appraiser	5	\$276,675	
1499	Supervising Clerk III	1	51,257	
4202	Assessment Clerk	<u>2</u>	<u>78,749</u>	
				<u>\$406,681</u>
	Totals	10		\$531,098

The Department has requested and the Mayor's Office has approved the addition of the two new positions shown above in Administration. The 1844 Senior Management Assistant, which was funded by the Port, has been instrumental in identifying areas where increased assessments could be achieved. The Senior Information Specialist III position is requested to continue implementation of computer systems. The Assessor has estimated that the five requested 4261 Real Property Appraisers, the 1499 Supervising Clerk III and the 4202 Assessment Clerk will generate an estimated \$3,000,000 in increased revenues due to improvements in identification of new possessory interest assessments and audits of building permits. Due to the elapsed time required to fill the positions, train the incumbents, perform the assessments, send out tax bills and collect the increased revenues, the Controller has only included increased revenues of approximately twice the cost of these additional positions or approximately \$1.2 million. The Budget Analyst concurs with the conservative estimates of the Controller. These additional positions were also recommended in our Zero-Based Budget analysis.

In addition to the 10 positions noted above, the Assessor also requested the restoration of three Personal Property Appraisers (which were reclassified to Real Property Appraisers) and two new Senior Personal Property Appraisers be added to the budget for a further increase of five positions. These additional positions were not included in the Mayor's proposed budget.

Personal Property:

4220	Personal Property Auditor	4	\$221,340	
4222	Senior Personnel Property Auditor	<u>2</u>	<u>121,397</u>	
	Totals	6		\$342,737

We were previously advised that these 6 additional positions would generate only an additional \$300,000 in increased revenue which is less than the \$342,737 cost of the positions. The Department also chose to reclassify three Personnel Property Auditor positions to higher priority Real Property Appraiser positions in order to stay within the Mayor's funding allocation. The Assessor reports that the previous \$300,000 estimate of increased revenues related only to the two new 4222 Senior Personnel Property Auditor positions and that all 6 positions could be expected to increase revenues by \$1,500,000.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

02 Assessor

Page			Position/ Equipment	Numb From - To	Amount From	To	Saving
No.	Object	Account Title	Number				

Personal Property (301531)

1856	340	Controller- Data Processing			\$96,266	\$70,000	\$26,2
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Reduce to actual 1993-94
expenditure level adjusted by a
cost of living factor for 1994-
95.

Administration (301598)

1860	001	Permanent Salaries - Misc.			712,742	703,372	
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* The recommended reduction
in Permanent Salaries - Misc.
is the total of the following
specific recommendations
regarding individual
classifications.

1867		Executive Secretary III	1454	1	0	43,900	0	43,900
1867		Executive Secretary II	1452	0	1	0	34,530	(34,530)

To approve new position at the
level of 1452 Executive
Secretary II. A 1426 Senior
Clerk Typist position is being
deleted as an offset to this new
position being created.

1860	060	Mandatory Fringe Benefits			131,715	130,011	1,704
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Corresponds to reduction in
salaries.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

02 Assessor

Page No.	Object	Account Title	Position/ Equipment Number	Numbe From - To	Amount From	To	Savings
360	130	Materials and Supplies			\$17,158	\$11,600	\$5,558
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95. Our recommended amount of \$11,600 would still provide for sufficient additional funds for the recommended 10 new positions.					
361	350	Reproduction			3,808	1,808	2,000
		Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95.					
		Total					\$44,898

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Page

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Department/Division: 78 Recorder

Budget Detail:

Budget Summary:

	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated			\$0	n/a
Special Revenue Funds	\$663,200	\$664,000	800	0.1
General Fund Dept. Revenue	1,797,500	2,750,250	952,750	53.0
Subtotal, Mayor's Budget	\$2,460,700	\$3,414,250	\$953,550	38.8 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$2,460,700	\$3,414,250	\$953,550	38.8 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$1,725,200	\$2,024,159	\$298,959	17.3 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$1,725,200	\$2,024,159	\$298,959	17.3 %
Mayor's Listed Positions:				
Permanent	33.0	35.0	2.0	6.1 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	33.0	35.0	2.0	6.1 %
Adjustments (FTE):				
Overtime/Temporary	0.7	0.7	0.0	0.0 %
Supplemental Appropriations	2.0		-2.0	-100.0
Salary Savings	(1.8)	(1.1)	0.7	-38.9
Other Adjustments			0.0	n/a
Total FTE	33.9	34.6	0.7	2.1 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **78 County Clerk/Recorder**

Financial Data:

The County Clerk/Recorder Department's proposed \$2,024,159 budget for 1994-95 is \$298,959 or 17.3 percent more than the original 1993-94 budget of \$1,725,200. The net decrease from the revised 1993-94 budget to the Standardized budget is \$1,052,784 or 34.2 percent.

Summary of Budgeted Activities:

Activity	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Recorder	\$1,445,445	\$2,798,090	\$1,768,611	\$1,769,467
County Clerk Services	<u>279,755</u>	<u>278,853</u>	<u>254,192</u>	<u>254,692</u>
Total	<u>\$1,725,200</u>	<u>\$3,076,943</u>	<u>\$2,022,803</u>	<u>\$2,024,159</u>

Department Revenues:

The Recorder completed a cost recovery study this year on the various fees charged for services provided by the Department. Based on this study, the Recorder is proposing to increase fees charged for certain services (i.e., filing fictitious business names) and for copying documents. The Recorder estimates an increase in revenues of approximately \$350,000 annually, based on these fee increases. Additionally, the Recorder is proposing to implement a new fee for performing civil marriage ceremonies. This fee, which is separate from the marriage license fee, will be charged to persons who choose to have a civil ceremony performed, in order to off set the costs to the Recorder for providing this service. The Recorder estimates that this new fee will generate an additional \$52,000 annually, bringing the total additional revenues generated for the proposed fee increases plus the proposed new fee to approximately \$402,000 annually. This estimated increase in revenues is reflected in the Department's 1994-95 proposed budget. The Recorder intends to submit its proposal for the proposed fee increases and the new fee to the Board of Supervisors for approval in the near future.

The Recorders total projected revenue for 1994-95 of \$3,414,250 is \$953,550 or 38.7 percent more than the projected revenue amount of \$2,460,700 for 1993-94. The \$953,550 increase includes the \$402,000 in additional revenue noted above plus an additional approximately \$500,000 based on the annualized revenues projected to accrue to the Department for index fees which were increased mid-year of this fiscal year.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1993-94

Department/Division: **78 County Clerk/Recorder**

Department Expenditures:

The Recorder is proposing to transfer the cost of three 8108 Senior Legal Process Clerk positions, from its General Fund budget to its State Access and Indexing Fund. This transfer of the cost of these three positions results in the Department's General Fund being reduced by \$106,096 in Permanent Salaries and \$26,524 in corresponding Fringe Benefits, for a total reduction of \$132,620.

Department Budget Increases:

The Recorder's proposed budget reflects (1) the deletion of one 8108 Senior Legal Process Clerk, for a decrease of \$32,156, (2) the addition of a 1823 Senior Administrative Analyst for an increase of \$47,894, (3) the addition of a 1819 Management Information Systems Specialist III position, for an increase of \$39,946 and (4) the addition of a 8108 Legal Process Clerk, for an increase of \$35,366. The Management Information Systems Specialist position and the Legal Process Clerk were previously approved by the Board of Supervisors under a supplemental appropriation request.

Comments:

As noted above, the Recorder's revised 1993-94 budget is \$3,076,943 or \$1,351,743 more than the original budget amount of \$1,725,200. The \$1,351,743 increase constitutes a combination of Special Funds, Micrographic and Modernization, which were carried forward from the previous year.

The Recorder is proposing to purchase the following equipment, at a total cost of \$85,000: (1) one Map Reader Printer and three Map Readers, (2) one Microfilm Camera and (3) three Microfilm Reader/Printers. The Map Reader Printer will permit the Recorder's Office to make copies of maps available to the public as required by various government codes. The Map Readers will be used by both staff and the public for viewing maps. The Microfilm Camera would replace a ten year old camera, which no longer functions adequately. The Microfilm Reader/Printers would replace three existing pieces of equipment which are approximately ten years old and are experiencing frequent breakdowns. The Reader/Printers are used by the Public.

The Zero-Based Budget Analysis contains one policy option recommendation, to convert an existing 8108 Senior Legal Process Clerk position from the Recorder's County Clerk Program to an 1823 Senior Administrative Analyst position. The 1823 Senior Administrative Analyst position would assist the Assistant County Clerk/Recorder in auditing various transfer tax documents. The Recorder estimates that by enhancing the transfer tax audit program, revenues to the City from delinquent transfer taxes would probably increase by approximately \$200,000 annually. The Budget Analyst's recommendation on the proposed budget is consistent with the policy option recommendation contained in the Zero-Based Budget Analysis.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

78 - County Clerk/Recorder

Page			Position/ Equipment				Amount		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Number</u>	<u>From</u>	<u>To</u>		<u>From</u>	<u>To</u>	<u>Savings</u>

General Fund (322016)

2314	001	Permanent Salaries - Misc.					\$192,746	\$219,037	*
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* The recommended changes in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications (the net change in salaries will be zero).

2326	001	Senior Legal Process Clerk	8108	2	3	70,729	102,885	(\$32,156)
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To restore this position which was deleted in order to add one 1823 Senior Admin. Analyst position in the Recorder Division. However, consistent with the Zero Base Budget Analysis, we recommend that the 1823 Senior Admin. Analyst position added by the Mayor not be added as a permanent position but only be funded temporarily. Therefore we recommend the restoration of the 8108 Senior Legal Process Clerk position and deletion of the 1823 Senior Admin. Analyst position but leaving sufficient funding in the Recorder Division for required temporary activities (see corresponding recommendation regarding the 1823 Senior Admin. Analyst position, below).

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

78 - County Clerk/Recorder

Page No.	Object	Account Title	Position/ Equipment	Number		Amount		Savings
			Number	From	To	From	To	
26	001	Salary Savings	9993			(15,563)	(21,428)	5,865
		To increase to FY 93-94 level.						
14	060	Mandatory Fringes				43,946	48,415	(4,469)
		Corresponds to increase in salaries.						

General Fund - Recorder (428011)

16	001	Permanent Salaries - Misc.				375,758	361,458	*
		* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
27	001	Salary Savings	9993			(4,280)	(18,580)	14,300
		To increase to FY 93-94 level.						
16	060	Mandatory Fringes				83,626	81,195	2,431
		Corresponds to reduction in salaries.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

78 - County Clerk/Recorder

Page No.	Object	Account Title	Position/ Equipment Number	Number From	To	Amount From	To	Savings
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General Fund (428078)

2318	001	Permanent Salaries - Misc.				186,784	154,628	
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* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.

2328	001	Senior Admin. Analyst	1823	1	0	47,894	15,738	32,150
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To delete the Senior Administrative Analyst position which is not required on a permanent basis and to allow sufficient funding for the Recorder to hire a Senior Administrative Analyst on a temporary basis consistent with the Zero-Based Budget Analysis (see corresponding recommendation regarding 8108 Senior Legal Process Clerk, above).

2318	060	Mandatory Fringes				37,001	31,535	5,466
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Corresponds to reduction in salaries.

Total Recommended Reductions

\$23,593

BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY

Department/Division: 80 Registrar			Budget Detail:	Page
			Budget Summary:	2336
				453
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$2,356,861	\$1,759,547	(597,314)	-25.3
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	450,000	330,400	(119,600)	-26.6
Subtotal, Mayor's Budget	<u>\$2,806,861</u>	<u>\$2,089,947</u>	<u>(\$716,914)</u>	<u>-25.5 %</u>
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$2,806,861	\$2,089,947	(\$716,914)	-25.5 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$2,806,861	\$2,089,947	(\$716,914)	-25.5 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$2,806,861	\$2,089,947	(\$716,914)	-25.5 %
Mayor's Listed Positions:				
Permanent	11.0	11.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	<u>11.0</u>	<u>11.0</u>	<u>0.0</u>	<u>0.0 %</u>
Adjustments (FTE):				
Overtime/Temporary	15.1	11.1	-4.0	-26.5 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(1.0)	(0.4)	0.6	-60.0
Other Adjustments			0.0	n/a
Total FTE	25.1	21.7	-3.4	-13.5 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **80 Registrar**

Financial Data:

The Registrar Department's proposed \$2,089,947 budget for 1994-95 is \$716,914 or 25.5 percent less than the original 1993-94 budget of \$2,806,861. The net decrease from the revised 1993-94 budget to the Standardized budget is \$889,666 or 29.9 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Registrar	<u>\$2,806,861</u>	<u>\$2,979,613</u>	<u>\$2,090,298</u>	<u>\$2,089,947</u>
Total	<u>\$2,806,861</u>	<u>\$2,979,613</u>	<u>\$2,090,298</u>	<u>\$2,089,947</u>

Department Revenues:

The Registrar's projected revenue amount of \$330,400 for 1994-95 is \$119,600 less than the projected revenue amount of \$450,000 for 1993-94. The projected decrease is based on the State's decision to reduce the amount of State reimbursements to local jurisdictions for State mandated services. The Registrar advises that the State specifically will no longer reimburse local jurisdictions for general absentee balloting costs.

Department Expenditures:

The Registrar's total proposed budget for 1994-95 reflects a reduction of \$716,914 because there will be one election instead of two. Expenditure categories which are being decreased based on one election include election materials, rental of polling places, Temporary Salaries and Compensation for poll workers.

Comments:

The Registrar reports that the Mayor's proposed budget, while not including any additional reductions for 1994-95, reflects reductions imposed in the 1993-94 budget, which will continue to have adverse effects on the Department's ability to provide services. The Registrar advises that for the current fiscal year these reductions have had the following impacts (1) has hampered the Department's ability to respond promptly to tasks such as verifying signatures on petitions and preparing absentee ballots for mailing, (2) exposed the Department to staffing errors involving the Voter Information Pamphlet, (3) reduced the number of polling places, such that the Department believes it is about 75 polling places below what would be prudent for this year and (3) resulted in tasks, which would have been performed by a Management Information

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1993-94

Department/Division: **80 Registrar**

Specialist position which was deleted, either going undone, or being implemented on an inefficient piece meal basis by a combination of permanent staff, temporary staff, and professional contract services.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

80 Registrar

<u>Page</u>			<u>Position/ Equipment</u>	<u>Number</u>		<u>Amount</u>		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	<u>Savings</u>
<u>General Fund (430017)</u>								
2338	001	Permanent Salaries				\$477,195	\$454,770	*
		* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
2348	001	Salary Savings	9993			(9,326)	(31,751)	\$22,425
		Increase to fiscal year 1993-94 level.						
2338	060	Mandatory Fringe Benefits				138,588	134,776	3,812
		Corresponds to reduction in salaries.						
2338	020	Temporary Salaries				494,697	428,500	66,197
		Reduce to actual 1993-94 expenditure level.						
2339	350	Reproduction				6,000	3,300	2,700
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
Total Recommended Reductions								\$95,134

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 29 City Planning			Budget Detail:	Page
			Budget Summary:	2090
				323
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$1,374,372	\$927,717	(446,655)	-32.5
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	4,890,094	3,726,000	(1,164,094)	-23.8
Subtotal, Mayor's Budget	\$6,264,466	\$4,653,717	(\$1,610,749)	-25.7 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues	1,005,277	653,845	(351,432)	-35.0
Total Revenues	\$7,269,743	\$5,307,562	(\$1,962,181)	-27.0 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$6,264,466	\$4,653,717	(\$1,610,749)	-25.7 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures	1,005,277	653,845	(351,432)	-35.0
Total Expenditures	\$7,269,743	\$5,307,562	(\$1,962,181)	-27.0 %
Mayor's Listed Positions:				
Permanent	98.0	101.0	3.0	3.1 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	98.0	101.0	3.0	3.1 %
Adjustments (FTE):				
Overtime/Temporary	0.1	0.1	0.0	0.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(5.0)	(2.5)	2.5	-50.0
Other Adjustments		(21.0)	-21.0	n/a
Total FTE	93.1	77.6	-15.5	-16.6 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **29 - City Planning**

Financial Data:

The Department of City Planning's proposed \$5,307,562 budget for 1994-95 is \$1,962,181 or 27 percent less than the original 1993-94 budget of \$7,269,743. The net decrease from the revised 1993-94 budget to the Standardized budget is \$1,922,199, also 27 percent.

Summary of Budgeted Activities:

Activity	Fiscal Year 1993-94		Fiscal Year 1994-95	
	Original	Revised	Unstandardized	Standardized
Department of City Planning	\$6,264,466	\$6,270,852	\$4,653,717	\$4,653,717
Grant Funds	<u>1,005,277</u>	<u>958,909</u>	<u>653,845</u>	<u>653,845</u>
Totals	\$7,269,743	\$7,229,761	\$5,307,562	\$5,307,562

Department Revenues:

In May, 1994, the Board of Supervisors approved various new fees, fee increases and fee decreases for the Department of City Planning. The new fees include a temporary use fee and fees for amendments to the Planning Code, determination of compatibility with design guidelines and additional site permit applications. The fee changes included a reduction in photocopying charges, in compliance with the Sunshine Ordinance, increases in various environmental assessment report, administrative services, Commission and other permit applications and other fees to more fully recover the actual time and material costs for the staff to complete the work. In addition, the Department increased the one-time computer operations and maintenance surcharge from eight to ten percent to purchase more capital equipment for the Department and to pay for the Department's new space at 1660 Mission Street.

The Department budgeted \$4,890,094 of revenues from fees in FY 1993-94, but due to a downturn in the economy which resulted in fewer permit applications, the Department anticipates receiving only approximately \$3.5 million from such fees, a reduction of approximately 28 percent. The Department has budgeted a total of \$3,726,000 from fee revenues, including the recently approved surcharge, for FY 1994-95.

In addition, the Department anticipates receiving approximately \$485,000 in workorder requests from other City departments (i.e., DPW, Port, Open Space Fund, Mayor's Office of Community Development) and approximately \$659,000 from other Federal, State and other funding sources. As a result of these changes, the Department's reliance on the City's General Fund Unallocated Revenues has declined from a total of \$1,374,372 in FY 1993-94 to \$927,717 in FY 1994-95, a reduction of \$446,655, or approximately 32.5 percent.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **29 - City Planning**

Department Expenditures:

Although the proposed budget reflects an increase of three positions, this is not an actual increase in staffing, but rather these three positions are workorder positions which were previously not included in the budget. There are no proposed reductions in the staffing of the long range planning or administrative divisions of the Department. However, because the Department of City Planning has instituted a cost recovery permit program and because of a decrease in application fees resulting from the downturn in the economy, the total of the salary and fringe benefit expenditures for these activities has been significantly reduced for FY 1994-95. As a result, the proposed budget includes 77.6 FTEs, as compared with 93.1 FTEs in FY 1993-94, a reduction of 16.6 percent, or 15.5 FTEs. Of these 15.5 FTEs, seven are vacant positions, and there is a mix of 35 other positions which are included with only partial funding for which the Department anticipates receiving some outside funds.

Other major reductions include the elimination of Wang maintenance fees and a one-time consultant contract for computer services. The Department has also eliminated building repair expenses, although these have been replaced with increased other expenses for the new 1660 Mission Street office building.

Recommendations:

We recommend total reductions of \$30,690 in the Department's budget, including a slight increase in salary savings and related fringe benefits, minor reductions in Materials and Supplies and Central Shop to reflect actual expenditure history and a reduction of \$25,600 from Other Non-Personal to reflect the reduction in advertising costs and to reflect actual expenditure patterns.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

29 City Planning

<u>Page</u>	<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment Number</u>	<u>Number From To</u>	<u>Amount From</u>	<u>To</u>	<u>Savings</u>
<u>General Fund (331504)</u>								
2096	001	Permanent Salaries - Misc.				\$3,277,498	\$3,275,429	*
		*The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations.						
2116	001	Salary Savings - Misc.		9993		(125,000)	(127,069)	\$2,069
		Increase to comparable percent of salaries budgeted and achieved in FY 1993-94.						
2096	060	Mandatory Fringe Benefits				643,401	643,049	352
		Corresponds to reduction in salaries.						
2096	130	Materials and Supplies				42,000	40,000	2,000
		Reduce based on actual expenditures incurred for FY 1993-94, adjusted for inflation.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

29 City Planning

Page No.	Object	Account Title	Position/ Equipment	Number	Amount		Savings	
			Number	From	To	From		To
96	190	Other Non-Personnel				\$279,322	\$253,722	\$25,600
		Reduce based on decrease in newspaper advertising costs (\$9,450) and on actual expenditures incurred for FY 1993-94, adjusted for inflation (\$16,150).						
97	316	Central Shop				1,750	1,081	669
		Reduce based on updated information provided by Central Shop on projected FY 1994-95 use, inflated by five percent.						
								\$30,690

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 37 Permit Appeals				Page
				641
				Budget Detail:
				Budget Summary:
				159
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$197,984	\$216,549	\$18,565	9.4
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	49,000	49,000	0	0.0
Subtotal, Mayor's Budget	\$246,984	\$265,549	\$18,565	7.5 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$246,984	\$265,549	\$18,565	7.5 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$246,984	\$265,549	\$18,565	7.5 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$246,984	\$265,549	\$18,565	7.5 %
Mayor's Listed Positions:				
Permanent	4.0	4.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	4.0	4.0	0.0	0.0 %
Adjustments (FTE):				
Overtime/Temporary	0.3	0.3	0.0	0.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(0.3)	(0.1)	0.2	-66.7
Other Adjustments			0.0	n/a
Total FTE	4.0	4.2	0.2	5.0 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **37 Permit Appeals**

Financial Data:

The Board of Permit Appeals' proposed \$265,549 budget for 1994-95 is \$18,565 or 7.5 percent more than the original 1993-94 budget of \$246,984. The net increase from the revised 1993-94 budget to the Standardized budget is \$20,288 or 8.3 percent.

Summary of Budgeted Activities:

Activity	Fiscal Year 1993-94		Fiscal Year 1994-95	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Appeals Processing	\$246,984	\$245,261	\$265,780	\$265,549

Department Budget Increases:

1. Permanent salaries are proposed to increase by \$12,942 due primarily to a reduction in salary savings.
2. The Department's budget for professional services has increased by \$1,000, from \$7,756 to \$8,756, in order to cover anticipated increased activity related to permit appeals in 1994-95.
3. The Department's proposed budget includes \$5,000 for new equipment. Of this amount, \$4,000 is being requested for a replacement PC and printer. The computer purchases have been approved by EIPSC. The remaining \$1,000 has been requested for a used Telecommunications Device for the Deaf (TDD) telephone in order to meet ADA requirements (at an approximate cost of \$200) and a facsimile machine, at an estimated cost of \$800. The Department advises that it currently does not have a FAX machine and must use the Civil Service Commission's FAX machine or the U.S. Postal Service to send and receive correspondence.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

37 - Permit Appeals

Page No.	Object	Account Title	Position/ Equipment	Number		Amount		Savings
			Number	From	To	From	To	
<u>General Fund (354019)</u>								
42	010	Overtime Reduce to actual 1993- 94 expenditure level.				\$4,296	\$3,428	\$868
42	020	Temporary Salaries Reduce to actual 1992- 93 expenditure level.				9,132	8,758	374
42	130	Materials and Supplies Reduce to 1993-94 budget level.				3,000	2,500	500
42	220	Equipment Purchase The Department has not adequately justified the purchase of a FAX machine.				5,000	4,200	800
Total								<hr/> \$2,542

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 65 Rent Arbitration Board			Budget Detail:	Page
			Budget Summary:	1212
				41
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$0	\$0	\$0	n/a
Other Departmental Revenue	1,566,660	1,655,123	88,463	5.6
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	<u>\$1,566,660</u>	<u>\$1,655,123</u>	<u>\$88,463</u>	5.6 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$1,566,660	\$1,655,123	\$88,463	5.6 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$1,566,660	\$1,655,123	\$88,463	5.6 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$1,566,660	\$1,655,123	\$88,463	5.6 %
Mayor's Listed Positions:				
Permanent	20.0	20.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	<u>20.0</u>	<u>20.0</u>	<u>0.0</u>	0.0 %
Adjustments (FTE):				
Overtime/Temporary	0.0	0.2	0.2	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings	(1.4)	(1.0)	0.4	-28.6
Other Adjustments			0.0	n/a
Total FTE	18.6	19.2	0.6	3.2 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **65 - Rent Arbitration Board**

Financial Data:

The Rent Arbitration Board's proposed \$1,655,123 budget for 1994-95 is \$88,463 or 5.6 percent more than the original 1993-94 budget of \$1,566,660. The net increase from the revised 1993-94 budget to the Standardized budget is also 5.6 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>1993-94 Original</u>	<u>1993-94 Revised</u>	<u>1994-95 Unstandardized</u>	<u>1994-95 . Standardized</u>
Rent Arbitration Board	\$1,566,660	\$1,566,660	\$1,656,565	\$1,655,123

Department Revenues

All owners of rental units, with the exception of those that are four units or less and are owner occupied, including residential hotel units, are subject to the provisions of the Rent Stabilization and Arbitration Board (Rent Board). The current annual fee is \$10 for each apartment rental unit and \$5 for all residential hotel units. This fee was last increased in 1993 and is not projected to increase in FY 1994-95. Monies generated by these annual fees are used to pay for the costs of operating and administering the Rent Board. Any surplus funds collected in a given year is carried forward to the following year.

The proposed FY 1994-95 budget includes \$1,604,000 of revenues from this annual Rent Board fee, the same amount budgeted in FY 1993-94. Together with the other fees of approximately \$20,000 that the Rent Board collects and carryforward funds from FY 1993-94, the Department should have sufficient revenues to cover the Rent Board's proposed expenditures.

Department Expenditures

The Rent Board's proposed FY 1994-95 budget of \$1,655,123 represents an increase of \$88,463. Most of this increase is due to the addition of \$9,566 for temporary salaries, \$15,935 for purchases of computer hardware and software for 15 staff members and \$58,016 for additional capital equipment costs for conversion from a Wang system to a Macintosh PC-LAN network.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

65 - Rent Arbitration Board

Object	Account Title	Position/ Equipment	Number		Amount		Savings
		Number	From	To	From	To	
<u>Arbitration Board Fund (404020)</u>							
6 001	Permanent Salaries - Miscellaneous				\$917,819	\$899,366	*
	* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations.						
9 001	Salary Savings	9993			(49,326)	(67,779)	\$18,453
	Increase salary savings to same amount budgeted and achieved in FY 1993-94.						
16 060	Mandatory Fringe Benefits				179,813	176,676	3,137
	Corresponds to reduction in salaries						
Total						\$21,590	

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 71 Real Estate			Budget Detail: Budget Summary:	Page 2297 419
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$1,198,461	\$1,184,728	(13,733)	-1.1
Special Revenue Funds	1,939,370	3,271,761	1,332,391	68.7
General Fund Dept. Revenue	893,153	935,249	42,096	4.7
Subtotal, Mayor's Budget	<u>\$4,030,984</u>	<u>\$5,391,738</u>	<u>\$1,360,754</u>	<u>33.8 %</u>
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	1,636,638	1,547,527	(89,111)	-5.4
Other Revenues			0	n/a
Total Revenues	<u>\$5,667,622</u>	<u>\$6,939,265</u>	<u>\$1,271,643</u>	<u>22.4 %</u>
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$4,030,984	\$5,391,738	\$1,360,754	33.8 %
Supplemental Appropriations			0	n/a
Recoveries	1,636,638	1,547,527	(89,111)	-5.4
Other Expenditures			0	n/a
Total Expenditures	<u>\$5,667,622</u>	<u>\$6,939,265</u>	<u>\$1,271,643</u>	<u>22.4 %</u>
Mayor's Listed Positions:				
Permanent	23.0	21.0	-2.0	-8.7 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	<u>23.0</u>	<u>21.0</u>	<u>-2.0</u>	<u>-8.7 %</u>
Adjustments (FTE):				
Overtime/Temporary			0.0	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings	(0.6)	(0.4)	0.2	-33.3
Other Adjustments			0.0	n/a
Total FTE	<u>22.4</u>	<u>20.6</u>	<u>-1.8</u>	<u>-8.0 %</u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **71 - Real Estate**

Financial Data:

The Real Estate Department's proposed \$5,391,738 budget for 1994-95 is \$1,360,754 or 33.8 percent more than the original 1993-94 budget of \$4,030,984. The net increase from the revised 1993-94 budget to the Standardized budget is \$1,139,826 or 26.8 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Real Estate Administration	<u>\$4,030,984</u>	<u>\$4,251,912</u>	<u>\$5,395,248</u>	<u>\$5,391,738</u>
Total	<u>\$4,030,984</u>	<u>\$4,251,912</u>	<u>\$5,395,248</u>	<u>\$5,391,738</u>

Department Revenues:

The primary increase of \$1,332,391 in projected revenues is due to rental activity of the City-owned buildings at 25 Van Ness and 1660 Mission Street.

Department Budget Increases:

Major budget increases for the Real Estate Department are as follows:

•Funds for other non-personal services are proposed to be \$4,712,285 for fiscal year 1994-95, a net increase of \$951,243 from the \$3,761,042 budgeted for fiscal year 1993-94. Of the proposed \$4,712,285 amount, \$1,004,028 would be used to fund the following items:

Debt Service	\$659,128
Other Services*	<u>344,900</u>
Total	\$1,004,028

*Includes services such as security and janitorial.

•Real Estate Services to other City departments is proposed to be \$364,082 for fiscal year 1994-95, an increase of \$99,100 over last year's budgeted amount of \$264,982. This increase is due to the new 1660 Mission Street building's operations.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **71 - Real Estate**

Comment:

The Mayor's proposed budget includes the deletion of two work order positions which are currently vacant. The Department reports that the elimination of these positions should not have an immediate effect on the Department. However, according to the Department, if work order requests and corresponding funding were to increase in the future, the Department would no longer have the option of filling these positions.

Recommendations:

None.

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Page

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Department/Division: 30 Civil Service Commission

Budget Detail:

Budget Summary:

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	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$6,675,345	\$408,847	(6,266,498)	-93.9
Special Revenue Funds			0	n/a
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	\$6,675,345	\$408,847	(\$6,266,498)	-93.9 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	0		0	n/a
Other Revenues			0	n/a
Total Revenues	\$6,675,345	\$408,847	(\$6,266,498)	-93.9 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$6,675,345	\$408,847	(\$6,266,498)	-93.9 %
Supplemental Appropriations			0	n/a
Recoveries	0		0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$6,675,345	\$408,847	(\$6,266,498)	-93.9 %
Mayor's Listed Positions:				
Permanent	114.0	6.0	-108.0	-94.7 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	114.0	6.0	-108.0	-94.7 %
Adjustments (FTE):				
Overtime/Temporary	2.6	0.0	-2.6	-100.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(18.3)	(0.3)	18.0	-98.4
Other Adjustments		0.0	0.0	n/a
Total FTE	98.3	5.7	-92.6	-94.2 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Civil Service Commission

Financial Data:

The Civil Service Commission's (CSC) 1993-94 budget of \$6,675,345 was transferred to the Human Resources Department (HRD) in March 1994. The Civil Service Commission's proposed 1994-95 budget of \$408,847 represents 1994-95 funding for positions and functions which were reappropriated to the CSC (File 101-93-100) following the transfer of functions to HRD.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Civil Service Commission	\$6,675,345	\$0	\$409,553	\$408,847

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **30 Civil Service Commission**

Department Expenditures:

The Civil Service Commission's proposed \$408,847 budget for 1994-95 includes \$381,182 for salaries and mandatory fringe benefits of six positions which were included in the 1993-94 budget, \$2,000 for temporary clerical help in the absence of the department's only clerk typist, \$2,010 for the reclassification of a Class 1270 Department Personnel Officer as a Special Assistant XIII, \$23,400 for administrative hearing officers and court reporters, and \$255 for management training through the Department of Human Resources.

Comments:

1. Pursuant to the Proposition L Charter Amendment, most functions which were previously assigned to the Civil Service Commission were transferred to the new Human Resources Department in December, 1993. The Civil Service Commission now oversees the Civil Service merit system, which is independent of the City's other personnel functions.

2. The Civil Service Commission describes its current department mission as follows:

- To adopt, promulgate, and revise rules, policies, and other regulations for the City's Civil Service merit system;
- To conduct inquiries into the operation of the merit system through reports, hearings, and other means;
- To consider appeals of administrative actions, including discrimination complaints;
- If necessary, to institute legal proceedings to abate violations of the Civil Service merit system as defined in the City Charter and the Rules of the Civil Service Commission; and,
- To operate certain aspects of the City's labor relations program.

Recommendations:

None.

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 33 Human Resources			Budget Detail:	Page
			Budget Summary:	2130
				347
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$0	\$6,043,198	\$6,043,198	n/a
Special Revenue Funds			0	n/a
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	\$0	\$6,043,198	\$6,043,198	n/a %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries		4,483,172	4,483,172	n/a
Other Revenues			0	n/a
Total Revenues	\$0	\$10,526,370	\$10,526,370	n/a %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$0	\$6,043,198	\$6,043,198	n/a %
Supplemental Appropriations			0	n/a
Recoveries		4,483,172	4,483,172	n/a
Other Expenditures			0	n/a
Total Expenditures	\$0	\$10,526,370	\$10,526,370	n/a %
Mayor's Listed Positions:				
Permanent	0.0	145.0	145.0	n/a %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	0.0	145.0	145.0	n/a %
Adjustments (FTE):				
Overtime/Temporary		3.3	3.3	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings		(9.8)	(9.8)	n/a
Other Adjustments			0.0	n/a
Total FTE	0.0	138.5	138.5	n/a %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

33 - Human Resources

Financial Data:

The Human Resources Department (HRD) was established by the Proposition L Charter Amendment in November, 1993. Its budgeted expenditures for 1994-95 cannot be directly compared with those of the Civil Service Commission for 1993-94, since the Human Resources Department includes the Mayor's Employee Relations Division (ERD) and the Health Service System (HSS), while some personnel functions continue to be the responsibility of the Civil Service Commission (CSC).

On an aggregate basis, the Mayor's proposed 1994-95 budget includes \$6,452,045 for the City's personnel functions, which is \$539,036 or 7.7 percent less than the original 1993-94 budget of \$6,991,081 for similar functions. The net decrease from the revised 1993-94 budget for these functions to the Standardized budget is \$910,272 or 12.4 percent.

Summary of Budgeted Activities:

	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Department of Human Resources				
Office of the Director			\$1,085,875	\$1,086,173
Eq. Opp. & Affirmative Action			468,017	467,786
Employee Relations			718,207	716,570
Operations			1,852,965	1,851,088
Human Resources Planning			313,470	312,862
Human Resources Services			507,584	507,934
Health Service System	2,683,481	2,893,042	2,857,637	2,858,309
HSS Recoveries	(2,683,481)	(2,893,042)	(2,858,309)	(2,858,309)
Management and Employee Development			142,145	141,838
Management Info. Systems			959,500	958,947
Civil Service Commission (FY 94)	6,675,345	7,048,637		
Subtotals	<u>6,675,345</u>	<u>7,048,637</u>	<u>6,047,091</u>	<u>6,043,198</u>
Mayor's Employee Relations Division	315,736	313,680	0	0
Subtotals	<u>6,991,081</u>	<u>7,362,317</u>	<u>6,047,091</u>	<u>6,043,198</u>
Civil Service Commission (FY 95)	-	-	409,553	408,847
Totals	<u><u>6,991,081</u></u>	<u><u>7,362,317</u></u>	<u><u>6,456,644</u></u>	<u><u>6,452,045</u></u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **33 - Human Resources**

Department Expenditures:

- The Mayor's proposed budget includes \$6,888,809 for salary and fringe benefit costs in 1994-95 for human resources functions at HRD (\$6,545,546) and the Civil Service Commission (\$343,263), which is \$507,255 or 6.9 percent less than the \$7,396,064 total labor budget for these functions within the CSC, Health Service System, and Employee Relations Division in 1993-94. As discussed below, the Mayor's budget includes a net reduction of nine positions compared to 1993-94 staffing levels for human resources activities.
- HRD proposes to expand the Employee Relations Division in 1994-95. The proposed budget includes \$927,570 for the ERD (including \$211,000 in work ordered services), representing an increase of \$613,834 or 95.7 percent compared to the \$313,736 budgeted in 1993-94 for the Mayor's ERD. This increase primarily reflects the transfer of 7 additional positions into the ERD at a salary and fringe benefit cost of \$478,218. These positions have been re-assigned from other areas of the HRD.
- The only significant new requests in HRD's 1994-95 proposed budget is \$366,403 requested for equipment purchases, representing an increase of \$261,882 from the Civil Service Commission's 1993-94 budget of \$104,521 for equipment purchases.

Comments:

1. The Mayor's Office reports that the Human Resources Department "was allowed to reorganize itself... consequently, the budget decisions were those of the department head." The Director of Human Resources has reconfigured the department into nine new divisions, and assigned staff to these divisions in accordance with the department's overall priorities and budget allocation.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **33 - Human Resources**

2. The following table presents the number of authorized positions for 1993-94 and 1994-95 for those departments which were affected by Proposition L:

<u>Department/Division</u>	<u>1993-94</u>		<u>1994-95</u>	Increase (Decrease) Original 1993-94 to 1994-95
	<u>Original</u>	<u>Revised 3/94</u>		
Civil Service Commission	<u>114</u>	<u>6</u>	<u>6</u>	<u>(108)</u>
Subtotal Civil Service Commission	114	6	6	(108)
Human Resources Department				
Transferred from CSC	0	108	91	91
Added by supplemental appropriation	0	1	1	1
Health Service System	42	42	42	0
Employee Relations Division	<u>4</u>	<u>4</u>	<u>11</u>	<u>7</u>
Subtotal Human Resources Department	46	155	145	99
Total City-Wide	160	161	151	(9)

The table above reflects that, between 1993-94 and 1994-95, the Employee Relations Division will add seven positions, for a total of 11 in 1994-95. However, HRD's staffing for non-ERD personnel functions will decrease by 17 positions from 108 to 91 in 1994-95.

3. The net loss of 9 positions results from the following position changes which appear in HRD's proposed budget for 1994-95. The position changes shown below may include deletions, additions, reclassifications, or substitutions among the 154 1993-94 positions which were transferred to HRD. However, the specific transactions have not been clearly designated in the proposed budget:

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **33 - Human Resources**

<u>Class</u>	<u>Title</u>	<u>Number</u>	<u>Maximum Annual Salaries</u>
1203	Personnel Technician	3	\$117,920
1204	Senior Personnel Clerk	(1)	(37,480)
1232	Training Officer	(2)	(101,060)
1242	Personnel Analyst	(8)	(385,024)
1244	Sr. Personnel Analyst	(1)	(58,516)
1246	Principal Personnel Analyst	2	138,852
1248	Asst. Division Manager	(2)	(162,238)
1282	Principal Employee Relations Rep.	1	77,256
1368	Special Assistant IX	1	53,322
1404	Clerk	(2)	(58,150)
1424	Clerk Typist	(2)	(60,448)
1426	Senior Clerk	(2)	(66,138)
1444	Secretary I	(1)	(31,529)
1818N	MIS Specialist I	1	49,564
1866N	Systems and Procedures Supervisor	1	71,436
1868N	Teleprocessing Technician	1	45,179
1871N	Asst. Systems Programmer	<u>1</u>	<u>59,952</u>
Net 1993-94 Transferred Positions Deleted		(10)	(\$347,102)
Supplemental Appropriation Health Services Admin.		<u>+1</u>	<u>85,660*</u>
Net Change in HRD Positions March, 1994		(9)	(\$261,442)

* The Mayor's proposed budget does not include funds for this position.

4. In summary, a total of 160 positions City-wide (excluding the Civil Service Commissioners) were included in the 1993-94 budget for the City's personnel functions and transferred to HRD in March, 1994. Of these 160 positions, 6 were reallocated to the Civil Service Commission, and 154 positions were retained by the Department of Human Resources (108 from the Civil Service Commission, 42 from the Health Service System and four from the Mayor's Employee Relations Division). Of the 154 1993-94 positions allocated to HRD for 1993-94, a net total of 9 have been deleted, leaving a total of 145 authorized positions at HRD for 1994-95.

The net loss of 15 permanent positions (from 160 to 145) reported in the Mayor's budget for the Human Resources Department between 1993-94 and 1994-95 reflects 6 positions which were re-appropriated to the Civil Service Commission following the transfer of functions to HRD, and the net loss of 9 positions within the Human Resources Department for 1994-95, as described above.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

33 - Human Resources

Page			Position/ Equipment			Amount		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	<u>Saving</u>

Work Order Management (332338)

2192	231	Equipment Lease/Purchase	33003Z	1	0	7,500	0	7,500
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**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 44 Retirement System				Page
				2195
				Budget Detail:
				Budget Summary:
				373
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$6,076,770	\$6,118,426	\$41,656	0.7
Special Revenue Funds	5,900,955	6,892,894	991,939	16.8
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	<u>\$11,977,725</u>	<u>\$13,011,320</u>	<u>\$1,033,595</u>	8.6 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	24,385,817	26,192,149	1,806,332	7.4
Other Revenues	<u>0</u>	<u>0</u>	<u>0</u>	n/a
Total Revenues	\$36,363,542	\$39,203,469	\$2,839,927	7.8 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$11,977,725	\$13,011,320	\$1,033,595	8.6 %
Supplemental Appropriations			0	n/a
Recoveries	24,385,817	26,192,149	1,806,332	7.4
Other Expenditures	<u>0</u>	<u>0</u>	<u>0</u>	n/a
Total Expenditures	\$36,363,542	\$39,203,469	\$2,839,927	7.8 %
Mayor's Listed Positions:				
Permanent	92.0	94.0	2.0	2.2 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	<u>92.0</u>	<u>94.0</u>	<u>2.0</u>	2.2 %
Adjustments (FTE):				
Overtime/Temporary	5.7	4.5	-1.2	-21.1 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(4.6)	(3.4)	1.2	-26.1
Other Adjustments			0.0	n/a
Total FTE	93.1	95.1	2.0	2.1 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Retirement System

Financial Data:

The Retirement System's proposed \$13,011,320 budget for 1994-95 is \$1,033,595 or 8.6 percent more than the original 1993-94 budget of \$11,977,725. The net increase from the revised 1993-94 budget to the Standardized budget is \$787,407 or 6.4 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>Retirement Trust Fund</u>				
ERS Administration	\$417,486	\$414,078	\$552,078	\$550,651
Retirement Services	4,337,624	4,643,095	5,435,463	5,433,657
Investment Division	1,145,845	1,138,709	911,725	908,586
Subtotal	<u>\$5,900,955</u>	<u>\$6,195,882</u>	<u>\$6,899,266</u>	<u>\$6,892,894</u>
<u>General Fund</u>				
Workers Compensation Div	5,917,149	5,984,030	5,959,518	5,959,296
Work Order	115,620	114,677	108,071	107,984
Work Order recovery	(115,620)	(230,297)	(107,984)	(107,984)
Subtotal	<u>\$5,917,149</u>	<u>\$5,868,410</u>	<u>\$5,959,605</u>	<u>\$5,959,296</u>
ERS Workers Comp costs	159,621	159,621	159,130	159,130
<u>Workers Comp Fund</u>				
Recoveries	24,270,197	26,192,149	26,192,149	26,192,149
	(24,270,197)	(26,192,149)	(26,192,149)	(26,192,149)
Total	<u>\$11,977,725</u>	<u>\$12,223,913</u>	<u>\$13,018,001</u>	<u>\$13,011,320</u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **44 - Retirement System**

Department Expenditures:

The operating costs of the Administration, Retirement Services, and Investment Divisions of the Employees Retirement System (ERS) are paid from the Retirement Trust Fund. The operating costs of the Workers Compensation Division are paid from the General Fund.

Major budget adjustments for 1993-94 include the following:

- The Retirement Services Division will expend an additional \$1,000,056 to begin implementation of a new Benefit Payments information system to replace the existing system. These costs include \$837,667 for the services of the Controller's ISD, \$109,847 for new computer equipment, and one new Class 1819 MIS Specialist III to act as Local Area Network Administrator, at a salary and fringe benefit cost of \$52,542. The Budget Analyst has recommended approval of this position.
- In addition to the MIS Specialist III, the Retirement Services Division also proposes to add one Class 1652 Senior Accountant to monitor the City's retirement contributions and the deferred compensation program, at an annual salary and fringe benefit cost of \$52,542. The Budget Analyst recommends approval of this position since the accounting services are currently being provided by an Accountant who occupies the budgeted position of Securities Analyst. However, the Budget Analyst recommends deleting the Securities Analyst position which is currently occupied by the Accountant since a new Senior Accountant position is being created.
- The Workers Compensation Division budget for the use of a leased claims management information system will increase by \$83,448 from \$180,000 to \$263,448, an increase of 46.4 percent.
- The Administration Division has budgeted \$121,000 for administrative hearing officers and court reporters in connection with disability retirement benefits. These costs were previously allocated to workers compensation claims.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **44 - Retirement System**

Comments:

1. The following table presents the original and revised 1993-94 budgets for workers compensation costs, the Mayor's proposed budget for 1994-95, and the difference between actual 1993-94 experience and the Mayor's budgeted expenditures for 1994-95:

	Original 1993-94	Revised 1993-94*	Increase (Decrease)	Proposed 1994-95	Decrease in Proposed 1994-95 to revised 1993-94
General Fund	\$10,513,929	\$12,803,627	\$2,289,698	\$11,772,102	(\$1,031,525)
General Fund Supported					
MUNI	6,316,399	7,380,575	1,064,176	6,371,789	(1,008,786))
General Hospital	1,350,065	1,350,065	0	1,350,065	0
Laguna Honda	<u>1,068,769</u>	<u>1,068,769</u>	<u>0</u>	<u>1,435,326</u>	<u>366,557</u>
General Fund Subtotal	\$19,249,162	\$22,603,036	\$3,353,874	\$20,929,282	(\$1,673,754)
Special Funds	<u>5,021,035</u>	<u>5,021,035</u>	<u>0</u>	<u>5,262,867</u>	<u>241,832</u>
Total	\$24,270,197	27,624,071	3,353,874	\$26,192,149	(\$1,431,922)

* Reflects supplemental appropriations of \$1,000,815 for the Fire Department in May, 1994 and \$2,353,059 for other departments in June, 1994, for a total of \$3,353,874.

As shown above, the Mayor's budgeted workers compensation expenditures for 1994-95 of \$26,192,149 are \$1,431,922 less than the revised budget for 1993-94, based on supplemental appropriations which were approved through the end of the 1993-94 fiscal year. However, we estimate that workers compensation expenditures have been underbudgeted by \$2,568,049.

Based on our review of the expenditure data for 1993-94 and recent legislative changes governing workers compensation benefits for 1994-95, we project that the City's workers compensation costs should be budgeted at \$28,760,198 for 1994-95, or \$2,568,049 more than the Mayor's budgeted amount of \$26,192,149. We estimate total General Fund costs at \$23,875,202 for 1994-95 or \$2,945,920 more than the Mayor's General Fund budgeted amount of \$20,929,282.

3. In November, 1992, California voters approved a State Constitutional Amendment (Proposition 162) concerning the administration of public pension plans. According to the State Legislative Analyst, Proposition 162 "grants the board of a public employee retirement system sole and exclusive authority over investment decisions and administration of the system." The General Manager of the San Francisco Employees Retirement System has advised the Budget Analyst that, in her opinion, under this State Constitutional Amendment, the ERS is no longer legally required to obtain approval of its proposed expenditures by the Board of Supervisors.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

44 - Retirement System

Object	Account Title	Position/ Equipment	Number		Amount		Savings
		Number	From	To	From	To	
<u>Retirement Services (380501)</u>							
9 112	Travel				\$3,391	\$2,435	\$956
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
09 113	Training				5,000	4,000	1,000
	Funds are included for \$2,750 in new expenditures.						
08 101	Permanent Salaries - Misc.				724,589	656,546	*
	* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
15 101	Securities Analyst	4331	3	2	204,128	136,085	68,043
	We are recommending approval of a new Senior Accountant position which has occupied the position of the vacant Securities Analyst position for the last 3.5 years. The Senior Accountant has performed accounting duties, not investment duties. Therefore, there is inadequate justification to hire and fill a Securities Analyst position, since this position has been vacant for 3.5 years.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

44 - Retirement System

<u>Page</u> <u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment Number</u>	<u>Number From To</u>	<u>Amount From</u>	<u>To</u>	<u>Savings</u>
2208	060	Mandatory Fringe Benefits			125,585	113,337	12,24
		Corresponds to reduction in salaries.					
2199	020	Temporary Salaries			90,489	60,626	29,86
		Reduce to actual 1993-94 expenditure level.					

Workers Compensation Division (WCD) (380543)

2202	010	Overtime			2,915	1,000	1,91
		The WCD expended \$0 for overtime in 1993-94. We recommend \$1,000 to serve as a contingency.					
2202	130	Materials and Supplies			49,400	44,400	5,00
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95, plus additional funds for VDT equipment.					
2203	340	Controller - DP			86,716	80,716	6,00
		Reduce by \$6,000 to delete funds for programming changes for the WCD payment systems. Minor programming changes are unlikely to significantly improve the operation of the system.					

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

44 - Retirement System

Object	Account Title	Position/ Equipment	<u>Number</u>		<u>Amount</u>		<u>Savings</u>
		<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	
190	Other Non Personal Services				7,000	0	7,000

Delete requested funds to provide
 "services of a facilitator for the
 Retirement Board's annual
 planning sessions."

Total Recommended Reductions:

\$132,025

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 18 Ethics Commission			Budget Detail:	Page
			Budget Summary:	1953
				273
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$0	\$162,504	\$162,504	n/a
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	0	0	0	n/a
Subtotal, Mayor's Budget	\$0	\$162,504	\$162,504	n/a %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$0	\$162,504	\$162,504	n/a %
Expenditure Amounts:				
Mayor's Budgeted Expenditures		\$162,504	\$162,504	n/a %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$0	\$162,504	\$162,504	n/a %
Mayor's Listed Positions:				
Permanent		3.0	3.0	n/a %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	0.0	3.0	3.0	n/a %
Adjustments (FTE):				
Overtime/Temporary		0.0	0.0	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings		(0.2)	-0.2	n/a
Other Adjustments			0.0	n/a
Total FTE	0.0	2.8	2.8	n/a %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **18 - Ethics Commission**

Financial Data:

The Ethics Commission's proposed budget for 1994-95 is \$162,504. This is the first year for this Department's budget.

Summary of Budgeted Activities:

<u>Activity</u>	<u>1993-94</u> <u>Original</u>	<u>1993-94</u> <u>Revised</u>	<u>1994-95</u> <u>Unstandardized</u>	<u>1994-95</u> <u>Standardized</u>
Ethics Commission	-	-	\$162,467	\$162,504

Comments

Proposition K which was approved by San Francisco's voters in the November, 1993 election, created an Ethics Commission. The Ethics Commission consists of five members representing the Mayor, Board of Supervisors, City Attorney, District Attorney and Controller's Office. The primary responsibilities of the Ethics Commission are to 1) administer the provisions of San Francisco's Municipal Elections Campaign Contribution Control Ordinance, 2) act as the filing officer for documents regarding provision of the City's lobbyist registration ordinance, 3) audit campaign statements and investigate alleged violations related to campaign finance governmental ethics and conflicts of interest, 4) maintain a Whistleblower hotline, 5) assist City departments with conflict of interest codes, and 5) make recommendations on campaign finance reforms, conflict of interest and lobbying laws.

Recommendation

Ms. Camille Pating, the Interim Chair of the Ethics Commission reports that the first regular meeting of the Ethics Commission has not yet occurred. She anticipates the first meeting will be held June 22 or 23, 1994. According to Ms. Pating, no job specifications have been developed for any of the three proposed positions. Furthermore, she cannot specify the use of the budgeted equipment, materials and supplies or other non-personnel expenditures included in the proposed FY 1994-95 budget. As a result, the Budget Analyst is recommending that all of the proposed \$162,504 of funding be placed on reserve.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

18 - Ethics Commission

	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment</u> <u>Number</u>	<u>Number</u> <u>From</u> <u>To</u>	<u>Amount</u> <u>From</u> <u>To</u>	<u>Savings</u>
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General Fund (327296)

53	001	Permanent Salaries - Misc.			\$118,136	\$118,136*
53	060	Mandatory Fringe Benefits			24,368	24,368*
53	190	Non-Personal Services			10,000	10,000*
53	130	Materials and Supplies			5,000	5,000*
53	220	Equipment Purchase			5,000	5,000*

* Reserve these funds pending
detailed explanation of need.

Total Recommended Reserves

\$162,504

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 11 Trial Courts				Page
				100
				Budget Detail:
				Budget Summary:
				37
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$43,156,344	\$44,923,186	\$1,766,842	4.1
Special Revenue Funds	211,000	480,032	269,032	127.5
General Fund Dept. Revenue	1,977,812	2,244,092	266,280	13.5
Subtotal, Mayor's Budget	\$45,345,156	\$47,647,310	\$2,302,154	5.1 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$45,345,156	\$47,647,310	\$2,302,154	5.1 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$45,345,156	\$47,647,310	\$2,302,154	5.1 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$45,345,156	\$47,647,310	\$2,302,154	5.1 %
Mayor's Listed Positions:				
Permanent	581.0	545.0	-36.0	-6.2 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	581.0	545.0	-36.0	-6.2 %
Adjustments (FTE):				
Overtime/Temporary	3.1	4.1	1.0	32.3 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(40.7)	(19.5)	21.2	-52.1
Other Adjustments			0.0	n/a
Total FTE	543.4	529.6	-13.8	-2.5 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Trial Courts

Financial Data:

The Trial Courts proposed \$47,647,310 budget for 1994-95 is \$2,302,154 or 5.1 percent more than the original 1993-94 budget of \$45,345,156. The Trial Court's operating budgets before adding Courthouse Construction Project budgets shows an increase of \$2,295,154 or 5.1 percent for 1994-95 compared to 1993-94. The net increase from the revised 1993-94 budget to the Standardized budget, excluding the Courthouse Construction Project is \$2,060,126 or 4.5 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Trial Courts	\$44,845,505	\$44,946,626	\$46,484,870	\$46,456,054
Family Support Bureau	288,651	286,247	713,049	712,214
State Automation Project	0	136,311	261,543	261,042
Subtotal	<u>\$45,134,156</u>	<u>\$45,369,184</u>	<u>\$47,459,462</u>	<u>\$47,429,310</u>
Courthouse Construction Project	<u>211,000</u>	<u>6,618,594</u>	<u>218,000</u>	<u>218,000</u>
Total	<u><u>\$45,345,156</u></u>	<u><u>\$51,987,778</u></u>	<u><u>\$47,677,462</u></u>	<u><u>\$47,647,310</u></u>

Department Revenues:

The Trial Courts are funded by a combination of the General Fund and State Trial Court Funding Act monies. In 1993-94, Trial Court Funding Act monies are allocated in the form of a block grant to each county. The Trial Courts report that beginning with 1994-95, the mechanism for allocating Trial Court Funding Act monies to California counties will be in the form of specific allocations for eleven categories of court costs. Reductions of specific court costs that have already been approved by the State could result in a corresponding loss of State funding.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **Trial Courts**

Department Expenditures:

The major factor in the \$2,295,154 increase in the Trial Court's 1994-95 budget is an approximately \$2,385,000 increase in the budget for contracting for defense attorneys when the Public Defender cannot defend indigent defendants because of conflicts. Also, the Family Support Bureau (funded by Federal monies) is increasing by approximately \$424,000 and the new State Automation Project (funded by State monies) is an increase of approximately \$261,000. These three increases total approximately \$3,070,000. Operations of the Trial Courts are decreasing by approximately \$767,000 including reductions in (a) salaries and fringe benefits of \$388,000 for a net reduction of 36 positions (and a corresponding reduction in Salary Savings equivalent to 21.2 FTE's), (b) operating costs of \$122,000 and (c) equipment purchases of \$257,000.

Comments:

As a result of the Zero Base Budget analysis of the Trial Courts budget, the Budget Analyst recommended the elimination of 17 positions totalling \$794,385 including nine new positions (\$232,235) and eight existing positions (\$562,150) from the Trial Courts 1994-95 budget, corresponding fringe benefits and an increase in Salary Savings for total estimated savings of \$1,015,800 annually.

The nine new positions recommended for deletion, under the Zero-Base Budget Analysis, are as follows:

<u>Number of</u> <u>Positions</u>	<u>Classification</u>	<u>Reason for Elimination</u>	<u>Estimated</u> <u>Savings</u>
<u>New Positions</u>			
8	0330 - Deputy Clerk	Unjustified New Positions	\$197,026
1	0681 Judicial Clerk Senior	Duplication of Juvenile Probation Department Position	<u>35,209</u>
9	Total		\$232,235

The Budget Analyst continues to recommend deletion of the eight new 0330 Deputy Clerk positions that have not been sufficiently justified. The Trial Courts propose a jurisdictional transfer of a new 1426 Senior Clerk Typist that supports the previously transferred position of a Traffic Hearing Officer from the Juvenile Probation Department to the Trial Courts. The Traffic Hearing Officer was transferred from Juvenile Probation to the Trial Courts several years ago. The Budget Analyst has recommended deletion of the 1426 Senior Clerk Typist from the Juvenile Probation Department budget that would be duplicated by the proposed new 0681 Judicial Clerk Senior position. The Budget Analyst recommends approval of the Judicial Clerk Senior position. The incumbent in the 1426 Senior Clerk Typist position has agreed to the jurisdictional transfer and would assume the duties of the new Judicial Clerk Senior position.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **Trial Courts**

The savings above total \$232,235 plus fringe benefits of \$41,802 (the savings for the 1426 Senior Clerk Typist position appears in the Juvenile Probation Department budget). The salaries for the Senior Clerk Typist position and the Judicial Clerk Senior position are the same.

The eight existing positions recommended for deletion, under the Zero-Base Budget Analysis, are as follows:

<u>Number of</u> <u>Positions</u>	<u>Classification</u>	<u>Reason for Elimination</u>	<u>Estimated</u> <u>Savings</u>
<u>Existing Positions</u>			
2	0220 - Chief Deputy Jury Commissioner	Unnecessary Layer of Supervisor	\$158,496
1	0223 - Court Fiscal Officer	Consolidate Municipal and Superior Courts accounting units	79,248
1	0583 - Assistant County Clerk	Unnecessary Layer of Supervision	80,363
1	0821 - Superior Court Computer Coordinator	Consolidate Municipal and Superior Courts computer system units	70,318
<u>3</u>	0588 - Court Coordinator	Unnecessary Layer of Supervision	<u>173,725</u>
8	Total		\$562,150

Seven of these eight positions included in the Zero Base Budget Analysis recommendations are filled positions. Therefore, to avoid layoffs but to still encourage further consolidation of the Trial Courts accounting and computer systems units and the elimination of unnecessary layers of supervision, we recommend increasing the salary savings budget for the Trial Courts instead of the elimination of the eight existing positions.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Trial Courts

<u>Object</u>	<u>Account Title</u>	<u>Position/</u>	<u>Equipment Number</u>		<u>Amount</u>		<u>Savings</u>
		<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	
<u>Combined Courts (316281)</u>							
001	Permanent Salaries - Misc.				\$4,439,879	\$4,216,506	*
	* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
001	Interpreter Coordinator	0293	1	1	44,463	43,740	723
	Reduce to maximum salary at the top step.						
001	Salary Savings				(341,000)	(563,650)	222,650
	Increase the 1994-95 budget for salary savings to current level of expenditure plus allowance to fill two of four recently vacated positions.						
060	Mandatory Fringe Benefits				915,127	874,920	40,207
	Corresponds to reduction in salaries.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Trial Courts

Page No.	Object	Account Title	Position/ Equipment Number			Amount		Savings
			Number	From	To	From	To	
118	112	Travel				\$77,752	\$50,000	\$27,75
		Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95 plus allowance for new, mandated training related travel.						
118	113	Training				24,233	14,233	10,00
		Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95 plus allowances for new training requirements.						
119	351	City Mail Service				145,994	132,000	13,99
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95 plus allowance for increased volume of mail.						

Municipal Court (317222)

121	001	Permanent Salaries - Misc.				9,567,445	9,370,419	*
		* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

Trial Courts

Object	Account Title	Position/ Equipment Number	<u>Number</u>		<u>Amount</u>		<u>To</u>	<u>Savings</u>
			<u>From</u>	<u>To</u>	<u>From</u>			
001	Deputy Clerk	0330	73	65	\$2,075,400		\$1,878,374	\$197,026
	Deny eight new positions that have not been sufficiently justified.							
060	Mandatory Fringe Benefits				1,865,921		1,826,094	39,827
	Corresponds to reduction in salaries.							

Superior Court (317214)

010	Overtime				47,692		34,000	13,692
	Reduce to 1993-94 budget level adjusted by a cost of living factor for 1994-95.							
018	Premium Pay				675,687		642,600	33,087
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.							
060	Mandatory Fringe Benefits				2,048,845		2,042,764	6,081
	Corresponds to reduction in salaries.							
Total Recommended Reductions								<u>\$605,039</u>

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 12 Juvenile Probation			Budget Detail:	Page
			Budget Summary:	150
				45
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$17,450,716	\$15,845,188	(1,605,528)	-9.2
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	1,054,750	4,591,000	3,536,250	335.3
Subtotal, Mayor's Budget	\$18,505,466	\$20,436,188	\$1,930,722	10.4 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	249,513	192,602	(56,911)	-22.8
Other Revenues			0	n/a
Total Revenues	\$18,754,979	\$20,628,790	\$1,873,811	10.0 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$18,505,466	\$20,436,188	\$1,930,722	10.4 %
Supplemental Appropriations			0	n/a
Recoveries	249,513	192,602	(56,911)	-22.8
Other Expenditures			0	n/a
Total Expenditures	\$18,754,979	\$20,628,790	\$1,873,811	10.0 %
Mayor's Listed Positions:				
Permanent	277.0	299.0	22.0	7.9 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	277.0	299.0	22.0	7.9 %
Adjustments (FTE):				
Overtime/Temporary	20.9	23.7	2.8	13.4 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(22.9)	(24.4)	-1.5	6.6
Other Adjustments			0.0	n/a
Total FTE	275.0	298.3	23.3	8.5 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **12 - Juvenile Probation**

Financial Data:

The Juvenile Probation Department's proposed \$20,436,188 budget for 1994-95 is \$1,930,722 or 10.4 percent more than the original 1993-94 budget of \$18,505,466. The net increase from the revised 1993-94 budget to the Standardized budget is \$1,938,945 or 10.5 percent.

Summary of Budgeted Activities:

Activity	Fiscal Year 1993-94		Fiscal Year 1994-95	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Juvenile Probation Services	\$5,601,814	\$5,600,784	\$6,358,521	\$6,221,195
Juvenile Court Administration	2,769,959	2,757,034	3,011,670	3,008,092
Juvenile Court Work Order	249,513	263,519	195,068	192,602
Juvenile Court Work Order Recovery	(249,513)	(249,513)	(192,602)	(192,602)
Juvenile Hall	6,653,644	6,644,277	7,436,432	7,293,413
Log Cabin Ranch	1,890,882	1,893,277	2,325,775	2,297,386
YGC Children's Baseline	1,589,167	1,587,865	1,617,738	1,616,102
	<hr/>	<hr/>	<hr/>	<hr/>
Total	<u>\$18,505,466</u>	<u>\$18,497,243</u>	<u>\$20,752,602</u>	<u>\$20,436,188</u>

Department Revenues

The Juvenile Probation Department's projected revenue amount of \$4,591,000 for 1994-95 represents an increase of \$3,536,250 or 335 percent from the projected revenue amount of \$1,054,750 for 1993-94. Of the \$3,536,250 projected increase, approximately \$1,600,000 is attributable to new Federal Title IV A funds and approximately \$1,900,000 represents increased Title IV E funds.

Department Budget Increases

1. Of the total proposed increase of \$1,930,722, Permanent Salaries accounts for \$720,714 or 37.3 percent, of which \$691,889 represents a net addition of 22 positions. The \$1,210,008 balance of the increase is primarily attributable to (1) a \$570,423 increase in Professional Services, of which \$520,423 is earmarked for contract services for new repeat offender programs, (2) a \$318,673 increase in Other Non-Personal Services, of which \$310,000 is earmarked for new State AB 799 funded contract programs, (3) a \$132,431 increase in Worker's Compensation and (4) a \$108,579 increase in Juvenile Hall Temporary Salaries.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **12 - Juvenile Probation**

2. The Juvenile Probation Department's proposed budget request for 1994-95 included a request for 43 new additional positions. Of these 43 positions, 21 were recommended for elimination as a result of the Zero-Based Budget Analysis. In addition to these 21 new positions, an additional four existing positions were recommended to be eliminated by the Budget Analyst, bringing the total number of positions recommended for elimination to 25. Twenty-one of the 25 positions have been eliminated in the Mayor's 1994-95 budget, as follows:

<u>Classification</u>	<u>Position Title</u>	<u>Number of Positions</u>	<u>Salary At Top Budget</u>	<u>Status in FY 1994-95 Budget</u>
8440	Probation Officer	3	\$46,275	1 Eliminated
8442	Senior Probation Officer	3	\$51,026	2 Eliminated
1430	Transcriber Typist	1	\$33,878	1 Eliminated
8207	Buildings and Grounds Patrol	13	\$36,383	13 Eliminated
7524	Institutional Utility Worker	1	\$31,242	1 Eliminated
1842	Management Assistant	2	\$44,970	1 Eliminated
1822	Administrative Analyst	1	\$50,925	1 Eliminated
1444	Secretary I	<u>1</u>	\$32,286	<u>1</u> Eliminated
	Total	25		21

The elimination of the 21 positions will not result in any layoffs.

The Budget Analyst is not recommending that the remaining one 8442 Senior Probation Officer and the two remaining 8440 Probation Officers be eliminated based on additional justification from the Juvenile Probation Department and additional comparisons of caseloads to other local jurisdictions. Additionally, the Budget Analyst is not recommending the elimination of the one remaining 1842 Management Assistant because this position is needed in order for the Department to provide for the on-going monitoring and evaluation of its community based programs, which have not been evaluated since their inception.

3. The Mayor's budget for the Juvenile Probation Department includes a net increase of 22 (43-21) positions. A total of 24 positions will be added and two positions will be deleted as follows:

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **12 - Juvenile Probation**

<u>Classification</u>	<u>Number</u>	<u>Amount</u>
<u>Added Positions</u>		
<u>Juvenile Probation Services</u>		
<u>1842 Management Assistant:</u> Would implement the form completion client data entry, and file maintenance portions of the Title IV A Revenue Generation Project.	1	\$32,683
<u>8442 Senior Probation Officer:</u> Two of these positions would be assigned to the Department's proposed new repeat offender programs. The third position would be assigned to the Department's proposed new State AB 799 programs.	3	121,908
<u>Juvenile Court Administration</u>		
<u>1822 Administrative Analyst:</u> Would implement and manage billing, audit and capitation rate portions of Title IV A Revenue Generation Project.	1	36,500
<u>Juvenile Hall</u>		
<u>7524 Institution Utility Worker</u> Would be responsible for maintenance and repair work, maintenance of fire alarm and fire safety equipment and abatement of health and fire safety hazards on the grounds.	1	26,976
<u>8318 Counselor II</u> The Juvenile Probation Department recently re-opened Unit B 4 at Juvenile Hall, in order to address overcrowding. This position would be assigned to that unit.	1	34,945
<u>8320 Counselor</u> Eight of these positions would be assigned to the recently re-opened unit at Juvenile Hall. The remaining six positions are being requested to ensure compliance with the Youth Law Center settlement agreement.	14	391,832
<u>8322 Senior Counselor</u> Would be assigned to the Unit B 4 at Juvenile Hall.	1	49,947

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **12 - Juvenile Probation**

<u>Classification</u>	<u>Number</u>	<u>Amount</u>
<u>Added Positions (continued)</u>		
<u>Log Cabin Ranch</u>		
<u>7334 Stationary Engineer</u> Would provide support for the wastewater treatment and domestic water treatment plants.	1	\$41,934
<u>YGC- Children's Baseline</u>		
<u>1842 Management Assistant</u> Would develop, process and monitor RFP's and contracts for community-based programs.	1	34,246
Subtotal	24	\$770,971

Deleted Positions

<u>Juvenile Probation Services</u>		
<u>8440 Probation Officer</u>	(1)	(\$56,950)
<u>Juvenile Court Administration</u>		
<u>1430 Transcriber Typist</u>	(1)	(22,132)
Net Change	22	\$691,889

The Budget Analyst recommends approval of the 24 new positions as follows: (1) the 16 additional Counselor positions based on the need to have adequate staffing for the recently re-opened Unit B4 at Juvenile Hall, (2) the one Institution Utility Worker, based on the Department's justification for the need for this position because the grounds at Juvenile Hall are not being adequately maintained, which brings the total number of these positions assigned to Juvenile Hall to two positions, (3) one of the two requested Management Assistants for purposes of revenue generation, (4) the second Management Assistant based on the Department's demonstrated need for improved on-going monitoring and evaluation of its community-based programs, (5) the Administrative Analyst for purposes of revenue generation, (6) the three Senior Probation Officers based on the need for staff support for the new repeat/violent offender programs and the proposed new State funded programs and (7) the Stationary Engineer for Log Cabin Ranch based on the Department's justification for the need for this position to adequately maintain the wastewater and domestic water treatment plants and the Department's projection that a permanent position would be approximately \$8,000 less expensive annually and more efficient than the current as-needed personnel that are performing this function.

4. The Juvenile Probation Department, in order to address overcrowding, effective February, 1994, re-opened Unit B4, bringing Juvenile Hall up to its full capacity of 132 juveniles. Juvenile Hall

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **12 - Juvenile Probation**

used a combination of Overtime and Temporary Salaries to fund the additional counselor positions required to staff this unit. The Budget Analyst projects that Juvenile Hall will over expend its 1993-94 budgeted amounts for Overtime and Temporary salaries by \$430,594 and \$461,287 respectively for a total over expenditure of \$891,881. The addition of the 16 Counselor positions, will be off set substantially by the reduction in Overtime and Temporary Salaries expenditures. Unit B 4 is one of the cottages where the juvenile detainees are housed.

5. Additionally, the Juvenile Probation Department is proposing to implement the following two personal services contract programs at Juvenile Hall, at a total cost of \$51,219: a Skills Curriculum, which would provide two 90 minute classes daily to detained youth, aimed at developing social skills, improving work skills and promoting productive behaviors, and (2) an Arts/Drama Program, aimed at enhancing self-esteem and redirecting energy into positive forms of behavior and self-expression.

6. The Juvenile Probation Department is also proposing to implement the following three new contract programs aimed at violent and/or repeat juvenile offenders, at a total cost of \$520,423: (1) a high risk assessment of juvenile offenders aimed at identifying minors who pose a public safety threat and to define the treatment needs of such minors (\$25,000), (2) a collaborative effort with the Police Department to provide intensive daily supervision of youth on probation who have been involved in violent crime (\$275,470), and (3) a program to provide intensive home supervision of repeat offenders released to the community (\$219,953).

7. Additionally, the Juvenile Probation Department is proposing to implement the following new contract programs, which would be funded by State AB 799 funds in the total amount of \$310,000: (1) an Aftercare Program, which would provide remedial, educational, drug intervention, vocational, and family unification services, aimed at helping youth transition from Log Cabin Ranch to the community and (2) a Camp Challenge Program to help youth at Log Cabin Ranch develop physical, problem solving and social skills.

Comments

The Zero-Based Budget Analysis in addition to the recommended elimination of the 25 positions noted above, also recommended the deletion of \$57,177 for a five percent cost-of-living allowance for community-based programs. The proposed budget also reflects the deletion of the \$57,177.

The Trial Courts have requested a new clerical position in their 1994-95 budget that supports a Traffic Hearing Officer position which was transferred from Juvenile Probation to the Trial Courts several years ago. The Budget Analyst is recommending approval of that new clerical position in the Trial Courts budget. Therefore, the Budget Analyst has recommended the deletion of an existing Senior Clerk Typist position in the Juvenile Probation budget that is duplicative of the new clerical position in the Trial Courts budget. The incumbent in the Senior Clerk Typist position has agreed to being transferred to the Trial Courts budget.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

12 - Juvenile Probation

<u>Object</u>	<u>Account Title</u>	<u>Position/</u>	<u>Number</u>		<u>Amount</u>		<u>Savings</u>
		<u>Equipment</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	
<u>General Fund (319509)</u>							
001	Permanent Salaries - Misc.				\$4,003,965	\$3,968,756	*
	* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
001	Senior Clerk Typist	1426	7	6	237,149	201,940	35,209
	Delete this position that supports a Traffic Hearing Officer position which has previously been transferred from the Juvenile Probation Department budget to the Trial Courts budget. A corresponding new Judicial Clerk Senior position is being added to the Trial Courts' budget and the Budget Analyst recommends approval of that position in the budget of the Trial Courts. The Senior Clerk Typist position, recommended for deletion above, duplicates the new clerical position in the budget of the Trial Courts. The incumbent in the Senior Clerk Typist position has agreed to being transferred to the Trial Courts budget.						
060	Mandatory Fringe Benefits				958,388	952,051	6,337
	Corresponds to reduction in salaries.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

12 - Juvenile Probation

Page No.	Object	Account Title	Position/ Equipment	Number		Amount		Savings
			Number	From	To	From	To	
155	190	Other Non-Personal Services				437,418	408,311	29,10
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
155	100	Professional Services				570,423	570,423*	
		* Reserve \$495,423 until contract details including MBE/WBE information are completed for the new repeat offender program.						
156	310	Central Shop				26,210	21,110	5,10
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
156	316	Central Shop				6,000	5,400	60
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						

Administration (319574)

162	335	Toxics Waste				11,846	5,453	6,39
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

12 - Juvenile Probation

<u>Object</u>	<u>Account Title</u>	<u>Position/</u>	<u>Number</u>		<u>Amount</u>		<u>Savings</u>
		<u>Equipment</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	
<u>Juvenile Hall (319558)</u>							
113	Training				60,000	48,254	11,746
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

12 - Juvenile Probation

Page			Position/ Equipment	Number		Amount		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	<u>Savings</u>

Log Cabin Ranch (319566)

165	190	Other Non-Personal Services				361,861	348,505*	13,35
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Reduce to actual 1993-94
expenditure level adjusted by a
cost of living factor for 1994-95.

* Reserve \$310,000 until contract
details including MBE/WBE
information are completed for the
Aftercare Program and the Camp
Challenge Program.

Total Recommended Reduction

\$107,84

Total Recommended Reserves

\$805,42

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 63 Law Library				Page 1825
				Budget Detail: Budget Summary: 259
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$229,635	\$242,194	\$12,559	5.5
Special Revenue Funds			0	n/a
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	\$229,635	\$242,194	\$12,559	5.5 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$229,635	\$242,194	\$12,559	5.5 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$229,635	\$242,194	\$12,559	5.5 %
Supplemental Appropriations			0	n/a
Recoveries	0	0	0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$229,635	\$242,194	\$12,559	5.5 %
Mayor's Listed Positions:				
Permanent	3.0	3.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	3.0	3.0	0.0	0.0 %
Adjustments (FTE):				
Overtime/Temporary			0.0	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings	(0.1)	0.0	0.1	-100.0
Other Adjustments			0.0	n/a
Total FTE	2.9	3.0	0.1	3.4 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **63 Law Library**

Financial Data:

The Law Library's proposed \$242,194 budget for 1994-95 is \$12,559 or 5.5 percent more than the original 1993-94 budget of \$229,635. The net increase from the revised 1993-94 budget to the Standardized budget is \$14,387 or 6.3 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Law Library Services	<u>\$229,635</u>	<u>\$227,807</u>	<u>\$242,965</u>	<u>\$242,194</u>
Total	<u>\$229,635</u>	<u>\$227,807</u>	<u>\$242,965</u>	<u>\$242,194</u>

Department Budget Increases

The Department's proposed budget includes a \$1,800 increase in materials and supplies, from \$1,000 in FY 1993-94 to \$2,800 in FY 1994-95. The Department advises that this increase is necessary to provide for Americans with Disabilities Act (ADA) related non-capital expenditures such as magnifying glasses, clipboards, and instructional signs to be placed around the library.

Comment:

The Law Library proposes to increase salaries for two of its three permanent positions. The proposed increases are for the 0180 Law Librarian and the 0170 Assistant Law Librarian. The annual salary of the Law Librarian is proposed to increase by \$2,288 or 3 percent, from \$76,259 in FY 1993-94 to \$78,547 in FY 1994-95. The annual salary of the 0170 Assistant Law Librarian is proposed to increase by \$3,110 or 5 percent, from \$62,194 in FY 1993-94 to \$65,304 in FY 1994-95. The Department advises that pursuant to Section 8.402 of the Charter, the salary schedule for FY 1994-95 was approved by the Board of Trustees of the San Francisco Law Library at its annual meeting on April 20, 1994. This policy is not consistent with the City's miscellaneous employees whose salaries have been frozen in FY 1993-94.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

63 Law Library

<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment</u>	<u>Number</u>		<u>Amount</u>		<u>Savings</u>
		<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	
<u>eral Fund (403014)</u>							
001	Permanent Salaries				\$200,141	\$194,743	*
	* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
001	Assistant Law Librarian	0170			65,304	62,194	\$3,110
	Reduce to 1993-94 budget level, denying a five percent salary increase.						
001	Law Librarian	0180			78,547	76,259	2,288
	Reduce to 1993-94 budget level, denying a three percent salary increase.						
060	Mandatory Fringe Benefits				34,282	34,135	147
	Corresponds to reduction in salaries.						
Total Recommended Reserves							\$5,545

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Mayor's Revenue Amounts:

General Fund Unallocated	\$253,701	\$203,894	(49,807)	-19.6
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Special Revenue Funds	0	n/a
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General Fund Dept. Revenue	479,065	564,600	85,535	17.9
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Adjustments:

Supplemental Appropriations	\$0	n/a %
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Recoveries	0	n/a
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Expenditure Amounts:

Mayor's Budgeted Expenditures	\$732,766	\$768,494	\$35,728	4.9 %
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Supplemental Appropriations	0	n/a
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Recoveries	0	n/a
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Other Expenditures	0	n/a
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Total Expenditures

Total Expenditures	\$732,766	\$768,494	\$35,728	4.9 %
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Permanent	13.0	13.0	0.0	0.0 %
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Temporary	0.0	n/a
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Work Order	0.0	n/a
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Subtotal, Mayor's Budget	13.0	13.0	0.0	0.0 %
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Overtime/Temporary	0.2	0.2	0.0	0.0 %
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Supplemental Appropriations	0.0	n/a
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Salary Savings	0.0	(0.3)	-0.3	n/a
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RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: 72 County Agriculture/Weights and Measures

Financial Data:

The County Agriculture/Weights and Measures Department's proposed \$768,494 budget for 1994-95 is \$35,728 or 4.9 percent more than the original 1993-94 budget of \$732,766. The net increase from the revised 1993-94 budget to the Standardized budget is \$37,986 or 5.2 percent.

Summary of Budgeted Activities:

Activity	Fiscal Year 1993-94		Fiscal Year 1994-95	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Agriculture Weights and Measures				
Inspection	\$588,928	\$587,415	\$614,872	\$614,703
Farmers Market	<u>143,838</u>	<u>143,093</u>	<u>153,351</u>	<u>153,791</u>
Total	<u>\$732,766</u>	<u>\$730,508</u>	<u>\$768,223</u>	<u>\$768,494</u>

Department Revenues:

The County Agriculture - Weights and Measures Department's projected revenues of \$564,600 for FY 1994-95 represent an increase of approximately \$85,535 or 17.9 percent from the FY 1993-94 projected revenues of \$479,065. In FY 1994-95, the Department intends to increase revenues through long term lease arrangements with outside vendors for its Farmer's Market and through increased public awareness of the market.

Department Budget Increases:

The Department's proposed 1994-95 budget includes \$28,000 for two compact trucks.

Comment:

The Department is proposing to purchase two compact trucks with covers, at a total cost of \$28,000, to replace its two passenger vehicles. The Department reports that the existing passenger vehicles are not in compliance with Section 6682 of the California Code of Regulations which prohibits the transportation of pesticides within the same vehicle compartment as the driver of the vehicle or its passengers and requires that any impounded pesticides be

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1993-94

Department/Division: **72 County Agriculture/Weights and Measures**

transported in a locked storage unit. Because the use of the existing passenger vehicles does not meet the requirements of State law, and because of frequent breakdowns and high maintenance costs, the Department advises that the vehicles are reducing the department's ability to perform its pesticide enforcement services efficiently. Additionally, the Department states that the purchase of these two compact trucks will result in an expense that is partially absorbed by State Gasoline Tax revenue generated by the Department. The Budget Analyst recommends approval of the purchase of these two compact trucks.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

72 - County Agriculture/Weights an Measures

Page <u>No.</u> <u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment Number</u>	<u>Number</u> <u>From</u> <u>To</u>	<u>Amount</u> <u>From</u> <u>To</u>	<u>Savings</u>
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General Fund (422048)

362	130	Materials & Supplies		3,000	2,400	600
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.				

General Fund (422014)

360	316	Central Shop		3,500	2,900	600
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.				

Total

\$1,200

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 74 Medical Examiner/Coroner			Budget Detail:	Page
			Budget Summary:	369
				151
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$2,776,758	\$2,672,716	(104,042)	-3.7
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	145,000	145,000	0	0.0
Subtotal, Mayor's Budget	\$2,921,758	\$2,817,716	(\$104,042)	-3.6 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$2,921,758	\$2,817,716	(\$104,042)	-3.6 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$2,921,758	\$2,817,716	(\$104,042)	-3.6 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$2,921,758	\$2,817,716	(\$104,042)	-3.6 %
Mayor's Listed Positions:				
Permanent	37.0	33.0	-4.0	-10.8 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	37.0	33.0	-4.0	-10.8 %
Adjustments (FTE):				
Overtime/Temporary	1.7	1.4	-0.3	-17.6 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(2.0)	(1.3)	0.7	-35.0
Other Adjustments			0.0	n/a
Total FTE	36.7	33.1	-3.6	-9.8 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **74 Medical Examiner/Coroner**

Financial Data:

The Medical Examiner/Coroner Department's proposed \$2,817,716 budget for 1994-95 is \$104,042 or 3.6 percent less than the original 1993-94 budget of \$2,921,758. The net decrease from the revised 1993-94 budget to the Standardized budget is \$161,945 or 5.4 percent.

Summary of Budgeted Activities:

Activity	Fiscal Year 1993-94		Fiscal Year 1994-95	
	Original	Revised	Unstandardized	Standardized
<u>General Fund</u>				
Coroner	<u>\$2,921,758</u>	<u>\$2,979,661</u>	<u>\$2,823,383</u>	<u>\$2,817,716</u>
Total	<u>\$2,921,758</u>	<u>\$2,979,661</u>	<u>\$2,823,383</u>	<u>\$2,817,716</u>

Department Revenues:

The Medical Examiner/Coroner's projected revenues of \$145,000 for FY 1994-95 represent no change from the 1993-94 projected revenues.

Department Expenditures:

Currently, Coroner's Investigators are responsible, in part, for the removal of decedents from the place of death to the Medical Examiner's Office. The Medical Examiner/Coroner is proposing to acquire contract services, in the amount of \$106,000, for the provision of these services. Based on the reduction in workload, which will result from the acquisition of these contract services, the number of Coroner's Investigator positions in the proposed budget is being reduced by three positions, from eleven positions to eight positions, for a total decrease of \$191,246 (\$156,759 in Permanent Salaries plus \$34,487 in fringe benefits). One work order 2456 Assistant Forensic Toxicologist I position is also being deleted from the budget.

Comments:

The Medical Examiner states that a total decrease of \$30,995 in Holiday, Premium Pay, Overtime, and Temporary Salaries in the Investigation Program will reduce the Department's staffing flexibility because the Department has previously used these expenditure accounts to temporarily staff Investigator positions that were vacant due to resignations, terminations, injury, sickness or vacation. According to the Medical Examiner, less staffing flexibility will result in missed shifts and delays in responding to calls.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **74 Medical Examiner/Coroner**

The Medical Examiner advises that the elimination of the three Coroner's Investigator positions may result in one lay-off.

Since the resolution (File 25-95-7) approving the Proposition J certification to allow for contracting out this services is pending in the Government Efficiency and Labor Committee the \$106,000 for the contract services has been reserved in the interim budget.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

74 - Medical Examiner/Coroner

Page No.	Object	Account Title	Position/ Equipment Number	Number From To	Amount From To	Savings
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General Fund (424077)

372	190	Non-Personal Services			\$118,128	\$118,128	*
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* Reserve \$106,000 of the \$118,128, pending the Board of Supervisors approval of the Proposition J certification for the decedent removal contract services.

General Fund (424531)

375	350	Reproduction			2,384	1,391	9
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Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.

Total Recommended Reduction

\$9

Total Recommended Reserves

\$106,0

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 76 Animal Care and Control				Page
				Budget Detail: 385
				Budget Summary: 163
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$1,766,051	\$1,930,904	\$164,853	9.3
Special Revenue Funds	31,448	31,329	(119)	-0.4
General Fund Dept. Revenue			0	n/a
Subtotal, Mayor's Budget	<u>\$1,797,499</u>	<u>\$1,962,233</u>	<u>\$164,734</u>	9.2 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	0	0	0	n/a
Other Revenues	500	500	0	0.0
Total Revenues	<u>\$1,797,999</u>	<u>\$1,962,733</u>	<u>\$164,734</u>	9.2 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$1,797,499	\$1,962,233	\$164,734	9.2 %
Supplemental Appropriations			0	n/a
Recoveries	0	0	0	n/a
Other Expenditures	500	500	0	0.0
Total Expenditures	<u>\$1,797,999</u>	<u>\$1,962,733</u>	<u>\$164,734</u>	9.2 %
Mayor's Listed Positions:				
Permanent	38.0	38.0	0.0	0.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	<u>38.0</u>	<u>38.0</u>	<u>0.0</u>	0.0 %
Adjustments (FTE):				
Overtime/Temporary	0.6	0.6	0.0	0.0 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(3.5)	(1.3)	2.2	-62.9
Other Adjustments			0.0	n/a
Total FTE	<u>35.1</u>	<u>37.3</u>	<u>2.2</u>	6.3 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **76 Animal Care and Control**

Financial Data:

The Animal Care and Control Department's proposed \$1,962,233 budget for 1994-95 is \$164,734 or 9.2 percent more than the original 1993-94 budget of \$1,797,499. The net increase from the revised 1993-94 budget to the Standardized budget is \$154,885 or 8.6 percent.

Summary of Budgeted Activities:

Activity	Fiscal Year 1993-94		Fiscal Year 1994-95	
	Original	Revised	Unstandardized	Standardized
<u>General Fund</u>				
Animal Care and Control	\$1,797,499	\$1,807,348	\$1,958,954	\$1,962,233
Total	<u>\$1,797,499</u>	<u>\$1,807,348</u>	<u>\$1,958,954</u>	<u>\$1,962,233</u>

Department Revenues:

The Animal Care and Control Department charges fees for issuing cat and dog licenses and for adopting animal from the Animal Shelter. The Department's proposed budget includes projected revenues of \$211,500, an increase of \$34,000 or 19.2 percent from the \$177,500 in revenues included in the FY 1993-94 budget. The increase is primarily attributable to a projected increase in dog license revenues.

Department Budget Increases:

Of the total proposed increase of \$164,734, a reduction of \$63,517 in Salary Savings plus \$3,478 in Special Salary Savings for a total reduction of \$66,995, accounts for 40.6 percent.

Comment:

The Department is proposing to purchase a van, at a total cost of \$25,000, to replace an existing 1989 van. The van is one of six vans used to pick up stray, lost and dead animals in the community. The Department advises that because of its frequent breakdowns and high maintenance cost, this vehicle is reducing the department's ability to perform its field services efficiently. The Budget Analyst recommends approval of the purchase of this van.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

76 - Animal Care and Control

<u>Object</u>	<u>Account Title</u>	<u>Position/</u>	<u>Number</u>		<u>Amount</u>		<u>Savings</u>
		<u>Equipment</u>	<u>Number</u>	<u>From</u>	<u>To</u>	<u>From</u>	
<u>General Fund (421016)</u>							
100	Professional Services				50,000	42,120	7,880
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
130	Materials & Supplies				112,250	92,335	19,915
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
310	Central Shops				25,070	16,770	8,300
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
316	Central Shops				14,000	12,000	2,000
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
350	Reproduction				4,000	3,800	200
	Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						
Total						\$38,295	

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 79 Public Administrator/Guardian			Budget Detail:	Page
			Budget Summary:	400
				175
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$1,038,026	\$968,841	(69,185)	-6.7
Special Revenue Funds	0	0	0	n/a
General Fund Dept. Revenue	1,240,490	1,432,174	191,684	15.5
Subtotal, Mayor's Budget	\$2,278,516	\$2,401,015	\$122,499	5.4 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$2,278,516	\$2,401,015	\$122,499	5.4 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$2,278,516	\$2,401,015	\$122,499	5.4 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$2,278,516	\$2,401,015	\$122,499	5.4 %
Mayor's Listed Positions:				
Permanent	40.0	42.0	2.0	5.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	40.0	42.0	2.0	5.0 %
Adjustments (FTE):				
Overtime/Temporary			0.0	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings	(2.2)	(1.7)	0.5	-22.7
Other Adjustments			0.0	n/a
Total FTE	37.8	40.3	2.5	6.6 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **79 Public Administrator/Guardian**

Financial Data:

The Public Administrator/Guardian Department's proposed \$2,401,015 budget for 1994-95 is \$122,499 or approximately 5.4 percent more than the original 1993-94 budget of \$2,278,516. The net increase from the revised 1993-94 budget to the Standardized budget is \$138,437 or 6.1 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Public Administration	\$2,067,458	\$2,051,937	\$2,201,077	\$2,199,793
Day Laborers' Program	0	800	0	0
County Veteran Service Office	<u>211,058</u>	<u>209,841</u>	<u>201,232</u>	<u>201,222</u>
Total	<u>\$2,278,516</u>	<u>\$2,262,578</u>	<u>\$2,402,309</u>	<u>\$2,401,015</u>

Department Revenues:

The Public Administrator/Guardian's projected revenue amount of \$1,746,986 for 1994-95 represents an increase of \$191,678 or 12.3 percent from the projected revenue amount of \$1,555,308 for 1993-94.

Department Expenditures

The Public Administrator/Guardian is proposing to add two new positions, one 1426 Senior Clerk Typist, at a cost of \$37,306 and one 2903 Eligibility Worker, at a cost of \$38,889, for a total increase of \$76,195.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1993-94

Department/Division: **79 Public Administrator/Guardian**

Comment

The Public Administrator/Guardian advises that a Senior Clerk Typist and an Eligibility Worker were hired in February of 1994, through a temporary requisition, in order to increase the representative payee caseload of mental health clients transitioning from locked facilities to the community. According to the Public Administrator/Guardian, this step was taken at the request of the City's Mental Health Department, in order to reduce Mental Health's costs associated with maintaining clients in locked facilities. Funds for these two positions were workordered from Mental Health to the Public Administrator/Guardian.

The Mental Health Department estimates that on average it costs approximately \$2,583 per month or \$31,000 annually to maintain a mental health client in a locked facility as opposed to \$500 per month or \$6,000 annually to maintain a client in a community-based program. Therefore, the savings is estimated at \$25,000 for each client annually. The Public Administrator/Guardian advises that, as a result of the addition of the two positions, the Department has increased its representative payee caseload thus far by 60 clients. Based on retaining the two positions, the Public Guardian/Administrator has committed to increasing its representative payee caseload by 200 clients annually which would result in further savings.

Based on the potential savings to the City, which would result from increasing the number of mental health clients being maintained in community-based programs instead of locked facilities, the Budget Analyst recommends continuation of the two positions.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

79 Public Administrator/Guardian

Page <u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment Number</u>	<u>Number From To</u>	<u>Amount From To</u>	<u>Saving</u>
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General Fund (429506)

404	310	Central Shop			\$5,000	\$3,741	\$1,2
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Reduce to actual 1993-94
expenditure level adjusted by a
cost of living factor for 1994-95.

404	316	Central Shop			1,600	549	1,0
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Reduce to actual 1993-94
expenditure level adjusted by a
cost of living factor for 1994-95.

404	350	Reproduction			1,184	984	2
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Reduce to actual 1993-94
expenditure level adjusted by a
cost of living factor for 1994-95.

Total

\$2,5

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

				Page
Department/Division: 04 District Attorney				1
				Budget Detail:
				Budget Summary:
				1
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$14,219,457	\$13,568,440	(\$651,017)	-4.6
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	10,044,945	11,227,541	1,182,596	11.8
Subtotal, Mayor's Budget	\$24,264,402	\$24,795,981	\$531,579	2.2 %
Adjustments:				
Supplemental Appropriations	\$1,000,000	\$0	(\$1,000,000)	-100.0 %
Recoveries	1,011,327	1,902,055	890,728	88.1
Other Revenues	1,580,207	1,678,253	98,046	6.2
Total Revenues	\$27,855,936	\$28,376,289	\$520,353	1.9 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$24,264,402	\$24,795,981	\$531,579	2.2 %
Supplemental Appropriations	1,000,000	0	(1,000,000)	-100.0
Recoveries	1,011,327	1,902,055	890,728	88.1
Other Expenditures	1,580,207	1,678,253	98,046	6.2
Total Expenditures	\$27,855,936	\$28,376,289	\$520,353	1.9 %
Mayor's Listed Positions:				
Permanent	348.0	342.0	-6.0	-1.7 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	348.0	342.0	-6.0	-1.7 %
Adjustments (FTE):				
Overtime/Temporary	1.2	0.0	-1.2	-100.0 %
Supplemental Appropriations	15.3	0.0	-15.3	-100.0
Salary Savings	(35.7)	(15.9)	19.8	-55.5
Other Adjustments	4.3	(1.8)	-6.1	-141.9
Total FTE	333.1	324.3	-8.8	-2.6 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **04 - District Attorney**

Financial Data:

The District Attorney's proposed \$26,474,234 budget for 1994-95 is \$1,141,855 or 4.5 percent more than the original 1993-94 budget of \$25,332,379. The net increase from the revised 1993-94 budget to the Standardized budget is \$72,630 or 0.28 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
<u>General Fund</u>				
Project Expenditures	\$1,114,647	\$1,119,845	\$1,123,962	\$1,121,768
Criminal and Civil Prosecution	12,982,526	13,894,630	12,425,531	12,343,985
Worker's Compensation	104,051	104,051	104,051	104,051
Administration	<u>412,739</u>	<u>409,217</u>	<u>426,927</u>	<u>424,940</u>
Subtotal	\$14,613,963	\$15,527,743	\$14,080,471	\$13,994,744
Family Support (Genl Fund-Subvented)	<u>9,650,439</u>	<u>10,162,724</u>	<u>10,805,093</u>	<u>10,801,237</u>
<u>Grant Fund</u>				
Criminal and Civil Prosecution	<u>\$1,067,977</u>	<u>\$718,382</u>	<u>\$1,682,084</u>	<u>\$1,678,253</u>
Subtotal	\$25,332,379	\$26,408,849	\$26,567,648	\$26,474,234
<u>Work Order Fund (Prosecution)</u>				
District Attorney	\$1,011,327	\$1,004,082	\$1,933,569	\$1,902,055
Work Order Recovery	<u>(1,011,327)</u>	<u>(1,011,327)</u>	<u>(1,902,055)</u>	<u>(1,902,055)</u>
Subtotal	0	(\$7,245)	\$31,514	0
TOTAL	\$25,332,379	\$26,401,604	\$26,599,162	\$26,474,234

Department Revenue and Fee Changes

Budgeted revenues increase by a total of \$1,792,872, from \$11,112,922 to \$12,905,794 as follows:

	<u>FY 93-94</u>	<u>FY 94-95</u>	<u>Increase</u>
Department of Insurance Grants	\$1,067,977	\$1,678,253	\$610,276
DA Civil Prosecutions	125,000	265,000	140,000
Administrative Revenue	9,000	9,000	0
Family Support Bureau	<u>9,910,945</u>	<u>10,953,541</u>	<u>1,042,596</u>
Total	<u>\$11,112,922</u>	<u>\$12,905,794</u>	<u>\$1,792,872</u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: 04 - District Attorney

Department Personnel Changes

The number of budgeted positions decreases by a total of 6, from 348 in FY 1993-94 to 342 in FY 1994-95. The net reduction of 6 positions results from position changes in the Department's programs, as follows:

<u>Department Program</u>	<u>FY 1993-94 Position Count</u>	<u>FY 1994-95 Position Count</u>	<u>Position Change</u>
Grants	15	21	+6
Projects	18	18	0
Criminal and Civil Prosecutions	170	164	-6
Administration	4	4	0
Work Orders	20	22	+2
Family Support Bureau	<u>121</u>	<u>113</u>	<u>-8</u>
Net Position Count Change	348	342	-6

However, because the number of full-time equivalent positions not funded due to salary savings is reduced from 35.7 to 15.9, the total number of funded full-time equivalent positions available to the Department increases by 12.5 positions, from 311.8 in FY 1993-94 to 324.3 in FY 1994-95.

Department Expenditure Changes by Program

Criminal and Civil Prosecutions

The total reduction of \$638,541 included decreases in Permanent Salaries (\$308,789) due to the reduction of six budgeted positions, Temporary Salaries (\$64,911) and Mandatory Fringe Benefits decrease by (\$245,168).

Family Support Bureau

The Family Support Bureau budget would increase by \$1,150,798. The majority of the increase would provide for cable and wiring (\$591,000), two months rent (\$75,000), security needs (\$15,000), telephone installation (\$19,000), and moving (\$17,150) for the relocation of the Family Support Bureau, in conjunction with the implementation of the Statewide Automated Child Support System (SACSS).

An increase in equipment (\$459,044) would provide funding for 150 computer workstations and new furniture to allow the Bureau to be in compliance with the City's Video Display Terminal Ordinance.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **04 - District Attorney**

Grant Programs

Grant funded programs would increase by a total of \$610,276. State Board of Control funding, which funds the Victim/Witness Compensation Claims Program, increases by \$86,714.

State Department of Insurance funding, which funds Automobile Insurance Fraud and Worker's Compensation Fraud programs, is shown in the FY 1994-95 Budget as a new Program, funded in the amount of \$512,230. However, funding in the amount of \$512,230 for the programs cited was received by the District Attorney for FY 1993-94, outside of the City's budget.

Work Order Funding

The proposed budget includes an increase of \$890,728 in workorder funding. Funded Work Order positions in the District Attorney's Office for Welfare Fraud increase by 8, from 14 in FY 1993-94 to 22 in FY 1994-95. For FY 1993-94, 20 Work Order Welfare Fraud positions were authorized but only 14 were funded. In addition to an increase of \$568,491 in Labor Costs, significant other expenditures in FY 1994-95 for the Welfare Fraud Unit are for automobiles and police radios.

Comments:

1. The District Attorney reports that the planned addition of 170 police officers and the "three-strikes and you're out" policy could increase the demand for prosecuting attorneys considerably.

2. According to the Department, various sections of State Codes require the District Attorney to undertake specific activities to assist in resolving child custody problems, enforce child custody and visitation decrees, and enforce any other court orders in child custody proceedings. In FY 1993-94, four positions were assigned to the District Attorney's Child Abduction Unit. The Unit is supported by the General Fund, which is subsequently reimbursed by the State. The FY 1994-95 Budget would include the four positions in the District Attorney's Office, as follows:

<u>Classification</u>	<u>Name</u>	<u>No. of Positions</u>	<u>Salary At Top Step</u>
8150	Principal Investigator	1	\$77,256
8146	District Attorney's Investigator	1	52,800
8131	Victim/Witness Investigator II	1	45,414
8132	District Attorney's Investigative Assistant	1	41,447
Totals		4	\$216,917

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: 04 - District Attorney

3. The two positions listed below were recommended for elimination as a result of the Zero-Based Budget Review of the District Attorney's Office. Both positions have been eliminated in the FY 1994-95 Budget.

<u>Classification</u>	<u>Name</u>	<u>No. of Positions</u>	<u>Salary At Top Step</u>
8146	District Attorney's Investigator	1	52,800
1708	Senior Telephone Operator	1	33,539

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

04 District Attorney

Page			Position/ Equipment	Number		Amount		
No.	Object	Account Title	Number	From	To	From	To	Savings
<u>Prosecution - General Fund (303271)</u>								
12	100	Professional Services Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.				\$20,000	\$10,300	\$9,700
12	113	Training Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.				26,000	8,000	18,000
13	309	Electricity To reduce funds for servicing investigative radio equipment to the minimum demonstrated need.				3,900	900	3,000

Prosecution - Work Order (303677)

19	190	Other Non-Personal Services Reduce to correct overbudgetting for benefits by the requesting department, the Department of Social Services, for the District Attorney's Welfare Fraud Unit.					\$244,713	\$202,940	\$41,773
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Total Recommended Reductions

\$72,473

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 05 Public Defender		Budget Detail: 45		Page
		Budget Summary: 15		
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$9,136,344	\$8,641,470	(494,874)	-5.4
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	25,000	25,000	0	0.0
Subtotal, Mayor's Budget	\$9,161,344	\$8,666,470	(\$494,874)	-5.4 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues			0	n/a
Total Revenues	\$9,161,344	\$8,666,470	(\$494,874)	-5.4 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$9,161,344	\$8,666,470	(\$494,874)	-5.4 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	\$9,161,344	\$8,666,470	(\$494,874)	-5.4 %
Mayor's Listed Positions:				
Permanent	105.0	104.0	-1.0	-1.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	105.0	104.0	-1.0	-1.0 %
Adjustments (FTE):				
Overtime/Temporary			0.0	n/a %
Supplemental Appropriations			0.0	n/a
Salary Savings	(4.6)	(8.5)	-3.9	84.8
Other Adjustments	3.6	3.6	0.0	0.0
Total FTE	104.0	99.1	-4.9	-4.7 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **05 - Public Defender**

Financial Data:

The Public Defender's proposed \$8,666,470 budget for 1994-95 is \$494,874 or 5.4 percent less than the original 1993-94 budget of \$9,161,344. The net decrease from the revised 1993-94 budget to the Standardized budget is \$429,021 or 4.7 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Criminal and Special Defense	\$9,134,592	\$9,068,739	\$8,657,677	\$8,633,941
Worker's Compensation	<u>26,752</u>	<u>26,752</u>	<u>32,529</u>	<u>32,529</u>
Total	\$9,161,344	\$9,095,491	\$8,690,206	\$8,666,470

Department Revenue and Fee Changes

Budgeted revenues from reimbursement by Public Defender clients to the City and County remains at \$25,000.

Department Personnel Changes

The number of budgeted positions decreases by a total of one, from 105 in FY 1993-94 to 104 in FY 1994-95. The position eliminated is an 8176, Trial Attorney, position.

Because the number of full-time equivalent positions not funded due to salary savings is increased from 4.6 to 8.5, the total number of funded full-time equivalent positions available to the Department decreases by 4.9 positions, from 104.0 in FY 1993-94 to 99.1 in FY 1994-95.

Department Expenditure Changes

The total decrease of \$494,874 in the Public Defender's budget results primarily from decreases of \$338,477 in Permanent Salaries, \$158,483 and Mandatory Fringe Benefits (for a total of \$496,960).

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **05- Public Defender**

Comments:

1. The Public Defender reports that the proposed salary savings increase will require that the Department either lay off attorneys, furlough attorneys either voluntarily or involuntarily, or some combination thereof. The Public Defender further reports that the operational effect of such a reduction in staff attorneys would require the courts to appoint private counsel at a higher cost than that of Public Defender representation.

2. The Public Defender reports that the planned addition of 170 police officers and the "three-strikes and you're out" policy could increase the demand for defense counsel considerably.

3. In the Zero Based Budget Analysis, the Budget Analyst recommended the deletion of the three positions listed below. One of the three positions, the 8176, Trial Attorney, has been eliminated by the Mayor in the FY 1994-95 budget.

<u>Classification</u>	<u>Name</u>	<u>No. of Positions</u>	<u>Salary At Top Step</u>
8176	Trial Attorney	2	\$68,043
8174	Attorney	1	\$57,394

Although the second 8176 position and the 8174 position were not eliminated by the Mayor in the FY 1993-94, salary savings were increased by an amount that exceeded the cost of the two positions not eliminated. As stated above, the Department intends to either lay off attorneys, furlough attorneys either voluntarily or involuntarily, or some combination thereof in order to operate within its budget.

Recommendations

None.

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 06 Sheriff			Budget Detail:	Page
			Budget Summary:	56
				23
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$51,982,503	\$50,040,702	(1,941,801)	-3.7
Special Revenue Funds	42,000	25,723	(16,277)	-38.8
General Fund Dept. Revenue	1,497,865	1,065,119	(432,746)	-28.9
Subtotal, Mayor's Budget	\$53,522,368	\$51,131,544	(\$2,390,824)	-4.5 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	72,573	145,607	73,034	100.6
Other Revenues	345,658	1,016,694	671,036	194.1
Total Revenues	\$53,940,599	\$52,293,845	(\$1,646,754)	-3.1 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$53,522,368	\$51,131,544	(\$2,390,824)	-4.5 %
Supplemental Appropriations	0	0	0	n/a
Recoveries	72,573	145,607	73,034	100.6
Other Expenditures	345,658	1,016,694	671,036	194.1
Total Expenditures	\$53,940,599	\$52,293,845	(\$1,646,754)	-3.1 %
Mayor's Listed Positions:				
Permanent	585.0	679.0	94.0	16.1 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	585.0	679.0	94.0	16.1 %
Adjustments (FTE):				
Overtime/Temporary	18.9	19.5	0.6	3.2 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(40.6)	(39.2)	1.4	-3.4
Other Adjustments		(33.6)	-33.6	n/a
Total FTE	563.3	625.7	62.4	11.1 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: 06 - Sheriff

Financial Data:

The Sheriff's proposed \$52,148,238 budget for 1994-95 is \$1,719,788 or 3.2 percent less than the original 1993-94 budget of \$53,868,026. The net decrease from the revised 1993-94 budget to the Standardized budget is \$3,611,103 or 6.5 percent.

Summary of Budgeted Activities:

Activity	Fiscal Year 1993-94		Fiscal Year 1994-95	
	Original	Revised	Unstandardized	Standardized
Prisoner Custody	\$44,214,620	\$45,880,458	\$42,630,680	\$41,994,549
Court Security	6,258,572	6,256,012	6,206,367	6,056,236
Administration	3,049,176	3,067,506	3,123,412	3,080,759
Subtotal	53,522,368	55,203,976	51,960,459	51,131,544
Grants	345,658	555,365	1,018,023	1,016,694
Total	\$53,868,026	\$55,759,341	\$52,978,482	\$52,148,238

Department Revenues:

The General Fund includes departmental revenue of \$625,119 for boarding State and Federal prisoners, a decrease of \$432,746, or 41%, from the FY 1993-94 budget of \$1,057,865. Anticipated actual revenues for FY 1993-94 are \$460,155, and the proposed decrease in budgeted revenue for FY 1994-95 reflects the Department's failure to collect anticipated revenue for boarding prisoners.

Remaining revenues, which include grant funds, jail overcrowding fines,* and other government charges, are budgeted at \$1,610,147, an increase of \$621,036, or 62.8%, from FY 1993-94 budgeted revenue of \$989,111 (excluding boarding of prisoners). The new revenue is 100% grant funds, which did not appear in the FY 1993-94 budget, to support the Alcohol and Drug Program.

Department Expenditures:

The proposed budget assumes that the Sheriff's new facility will be open in January, 1995. However, that assumption may not be realized. The Sheriff's new facility, which is not finished, may not open on schedule. In that case, this proposed budget would not reflect the Sheriff's actual expenditures.

* By Consent Decree, the City pays a per prisoner per day fine for every inmate above State Department of Corrections-mandated capacity in County Jail #7, located at 1 Moreland Drive in San Bruno, which is then directed to the Sheriff's Department to reduce overcrowding.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: 06 - Sheriff

The proposed FY 1994-95 budget includes the addition of 100 new positions to staff the new jail and other changes in positions resulting in a reduction of six positions, for a net increase of 94 positions in 1994-95. Because the new jail will require a full complement of personnel, 78 Deputy Recruits, one Senior Deputy, seven sergeants, four lieutenants, one captain, five civilians to replace sworn personnel in administrative posts, and four civilians to work in the new jail, have been added to the Sheriff's budget.

However, due to the delay in opening of the new jail, funding for the 100 new positions has been decreased by the equivalent of 33.6 FTE positions resulting in a net increase of 62.4 FTE's including all changes in positions and position funding.

Comments

The following is an explanation of the differences between the Zero-Based Budget Project recommendations and the Mayor's Proposed Budget:

- a. The Budget Analyst recommended that the Sheriff create a non-sworn classification to perform duties that do not require sworn personnel (e.g., posts that do not require direct prisoner contact), called a Sheriff's Recruit/Technician. The use of Deputy Recruit/Technicians would reduce costs, since benefits for non-sworn personnel are substantially lower than benefits for sworn personnel. The Sheriff's proposed budget includes a Sheriff's Recruit classification. This new classification would be promoted to the Deputy Sheriff classification after 18 months, if they pass their probationary period. The creation of this new class is proposed only, and is not reflected in any Memoranda of Understanding, nor has it been approved by Human Resources. If this proposed new classification is not approved, Sheriff's total personnel costs would increase, because Deputy Sheriffs are more costly than Deputy Recruits.
- b. Food services are currently provided by a combination of contractor and civil service personnel. The Budget Analyst recommended that the civil service personnel be eliminated, and that food services be provided entirely by the contractor. The proposed Sheriff's budget eliminates the civil service personnel.
- c. The Budget Analyst recommended the replacement of 17 Senior Deputies with Deputy Sheriffs. The proposed budget does not implement this recommendation.
- d. The Budget Analyst recommended the civilianization of a number of sworn positions in administration. The Sheriff's proposed budget implements some of these civilianization recommendations, modifies some of these recommendations, and does not implement other civilianization recommendations, as follows:

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **06 - Sheriff**

<u>Budget Analyst Recommendation</u>	<u>Reflected in Proposed Budget</u>
Convert 1 Sergeant to a Public Information Officer	Yes
Convert 1 Lieutenant to a Sr. Administrative Asst. for capital projects coordination	No
Convert 1 Sgt. to a MIS Specialist	No
Convert 1 Sr. Deputy to a Management Asst for budget work	No
Convert 1 Deputy to a MIS Technician II	Converted Sr. Deputy to MIS Tech. II
Convert 1 Sr. Deputy to a Personnel Technician	No
Convert 1 Deputy to a Personnel Technician	Yes
Convert 1 Deputy to a Sr. Management Assistant	Converted to Purchaser
Reduce Research and Development Staff by 1 Deputy	No
Reduce Capital Improvements staff by 1 Deputy	No
Delete requested Trial Attorney position	Yes

- e. The Budget Analyst recommended consolidating the midnight watch commander posts between the two San Bruno jails and between for the 6th and 7th floor jails. The proposed budget does not implement this recommendation.
- f. The Budget Analyst recommended the elimination of the Assistant Sheriff position in the Alternatives to Custody program. The Assistant Sheriff position is allowed by the Charter. The proposed budget does not implement this recommendation.
- g. The Budget Analyst recommended that mandatory fringe benefits be reduced by \$300,000, because the previous budget included FICA-Medicare for all employees, rather than just those hired after 1986. This reduction is included in the proposed budget.
- h. The Budget Analyst recommended that the Sheriff's Department negotiate with the State Department of Corrections and Federal Department of Justice to increase the amount those agencies reimburse the County for housing prisoners from \$59 to \$72 per day. The Sheriff's Department reports that they are negotiating for this increase, but increased revenues will not be included in the Sheriff's budget documents unless negotiations are successful.
- 2. As noted above, as part of the Zero-Based Budget Project, the Budget Analyst recommended fully contracting out for food services, at a per meal cost of \$1.096, and reducing civil service

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: 06 - Sheriff

personnel. Previously, food services were provided by a combination of contractor and civil service personnel. The proposed budget includes fully contracting out for food services.

Subsequent to the completion of the Zero-Based Budget Project, the Sheriff's Department provided information indicating that the contract cost per meal will be higher than \$1.096 in FY 1994-95. For example, the Sheriff's Department must pay a sales tax of 8.5 percent for meals provided by the contractor. Although the proposed budget reflects the reduction of food service personnel, in conformance with the Zero-Based Budget Project recommendations, the Sheriff has also since indicated that the contractor will assume the costs for those personnel, and increase the per meal cost by 9¢ to support those salaries.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

06 Sheriff

Page	<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment Number</u>	<u>From</u>	<u>To</u>	<u>Amount</u>	<u>To</u>	<u>Savings</u>
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San Bruno Project - Besk Case (305029)

65	220	Equipment Purchase					500	0	*
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The recommended reduction in equipment is the total of the following specific recommendations

96	220	Television	6006Z	1	0		500	0	500
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Television purchase for San Bruno jail should be supported by the Inmate Welfare Fund, not the General Fund

County Jails (306589)

68	231	Equipment Lease					60,600	50,600	*
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The recommended reduction in equipment is the total of the following specific recommendations

97	220	Sedans Unmarked	6004Y	2	0		10,000	0	10,000
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Reduce to eliminate the addition of two new unmarked sedans for the Sheriff's New Facility, because the Department has not adequately justified the need for these two unmarked sedans.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

06 Sheriff

Page No.	Object	Account Title	Position/ Equipment			Amount		Savings
			Number	From	To	From	To	
<u>Court Security (306597)</u>								
74	310	Central Shops				27,110	25,110	2,000
		Reduce to reflect projected decrease in vehicle maintenance costs due to purchase of new vehicles						

Administration (306605)

76	001	Permanent Salaries - Misc.				1,758,216	1,672,399	*
		* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
91	001	Payroll Clerk	1220	2	2	\$71,252	\$54,718	\$16,534
91	001	Personnel Analyst	1242	1	1	39,500	19,750	19,750
91	001	Public Information Officer	1312	1	1	36,566	18,283	18,283
91	001	MIS Technician II	1807	1	1	24,500	12,250	12,250
91	001	Purchaser	1952	1	1	38,000	19,000	19,000
		Reduce to reflect a half-year reduction in salaries for new civilian positions to replace existing sworn personnel. Such sworn personnel will be transferred to the Sheriff's New Facility in January, 1995, and will remain in their administrative posts until then. New civilian staff would therefore not be required until January, 1995.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

06 Sheriff

Page No.	Object	Account Title	Position/ Equipment Number	From	To	<u>Amount</u>		<u>Savings</u>
						<u>From</u>	<u>To</u>	
76	060	Mandatory Fringe Benefits				380,938	365,491	15,447
		Corresponds to reduction in salaries.						
77	310	Central Shops				27,873	25,873	2,000
		Reduce to reflect projected decrease in vehicle maintenance costs due to purchase of new equipment						
Total Recommended Reductions								\$115,764

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 13 Adult Probation

Budget Detail: Page
Budget Summary: 183
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	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$6,755,762	\$6,267,461	(488,301)	-7.2
Special Revenue Funds			0	n/a
General Fund Dept. Revenue	467,611	607,611	140,000	29.9
Subtotal, Mayor's Budget	<u>\$7,223,373</u>	<u>\$6,875,072</u>	<u>(\$348,301)</u>	<u>-4.8 %</u>
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries			0	n/a
Other Revenues	261,400	190,088	(71,312)	-27.3
Total Revenues	<u>\$7,484,773</u>	<u>\$7,065,160</u>	<u>(\$419,613)</u>	<u>-5.6 %</u>
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$7,484,773	\$7,065,160	(\$419,613)	-5.6 %
Supplemental Appropriations			0	n/a
Recoveries			0	n/a
Other Expenditures			0	n/a
Total Expenditures	<u>\$7,484,773</u>	<u>\$7,065,160</u>	<u>(\$419,613)</u>	<u>-5.6 %</u>
Mayor's Listed Positions:				
Permanent	127.0	124.0	-3.0	-2.4 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	<u>127.0</u>	<u>124.0</u>	<u>-3.0</u>	<u>-2.4 %</u>
Adjustments (FTE):				
Overtime/Temporary	1.7	0.5	-1.2	-70.6 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(12.4)	(16.1)	-3.7	29.8
Other Adjustments			0.0	n/a
Total FTE	<u>116.3</u>	<u>108.4</u>	<u>-7.9</u>	<u>-6.8 %</u>

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **13 Adult Probation**

Financial Data:

The Adult Probation's proposed \$7,065,160 budget for 1994-95 is \$419,613 or 5.6 percent less than the original 1993-94 budget of \$7,484,773. The net decrease from the revised 1993-94 budget to the Standardized budget is \$569,770 or 7.5 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Adult Investigation	\$1,918,946	\$1,915,632	\$1,893,579	\$1,845,074
Adult Probation Supervision	3,601,788	3,587,512	3,428,592	3,325,041
Administration	<u>1,702,639</u>	<u>1,692,512</u>	<u>1,707,405</u>	<u>1,704,957</u>
Subtotal	7,223,373	7,195,656	7,029,576	6,875,072
Grant Fund	<u>261,400</u>	<u>439,274</u>	<u>190,350</u>	<u>190,088</u>
Total	<u>\$7,484,773</u>	<u>\$7,634,930</u>	<u>\$7,219,926</u>	<u>\$7,065,160</u>

Comments:

1. The number of permanent positions have decreased from 127 to 124 for 1994-95. FTE's have been reduced from 116.3 to 108.4 a 7.9 decrease.

2. The department has included 2 grant funded positions in its budget with annual salaries totaling \$107,663. These salaries, mandatory fringe benefits and other related costs are fully funded from the grant revenues.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

13 Adult Probation

Page No.	Object	Account Title	Position/ Equipment			Amount		Savings
			Number	From	To	From	To	
<u>General Fund (320507)</u>								
186	001	Permanent Salaries - Misc.				\$2,523,773	\$2,467,286	*
		* The recommended reduction in Permanent Salaries - Misc. is the total of the following specific recommendations regarding individual classifications.						
198	001	Supervising Adult Prob. Off.	8434	6	6	394,117	337,630	\$56,487
		Budgeted salary exceeds maximum annual salary at the top step.						
186	060	Mandatory Fringe Benefits				632,048	617,902	14,146
		Corresponds to reduction in salaries.						
187	351	City Mail Service				23,156	20,156	3,000
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						

General Fund (320531)

191	010	Overtime				37,800	21,000	16,800
		Reduce to actual 1993-94 expenditure level.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

13 Adult Probation

<u>Page</u> <u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/ Equipment</u> <u>Number</u>	<u>Number</u> <u>From To</u>	<u>Amount</u> <u>From</u>	<u>To</u>	<u>Savings</u>
<u>General Fund (320549)</u>							
196	018	Premium Pay			21,767	18,500	3,267
		Reduce to actual 1993-94 expenditure level.					
196	231	Equipment Lease			71,870	66,411	*
		* The recommended reduction in equipment is the total of the following specific recommendations.					
204	231	Local Area Network Equipment	13001Z	1 1	71,870	66,411	5,459
		The Department has not adequately justified the number of laser printers which are included in this account. The original 20 requested has been reduced to 8.					
Total							<u>\$99,159</u>

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 31 Fire Department			Budget Detail:	Page
			Budget Summary:	205
				75
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$121,326,776	\$129,621,413	\$8,294,637	6.8
Special Revenue Funds	7,807,745	7,595,940	(211,805)	-2.7
General Fund Dept. Revenue	2,098,357	1,905,000	(193,357)	-9.2
Subtotal, Mayor's Budget	\$131,232,878	\$139,122,353	\$7,889,475	6.0 %
Adjustments:				
Supplemental Appropriations	\$7,500,815		(\$7,500,815)	-100.0 %
Recoveries	1,020,570	1,067,075	46,505	4.6
Other Revenues			0	n/a
Total Revenues	\$139,754,263	\$140,189,428	\$435,165	0.3 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$131,232,878	\$139,122,353	\$7,889,475	6.0 %
Supplemental Appropriations	7,500,815		(7,500,815)	-100.0
Recoveries	1,020,570	1,067,075	46,505	4.6
Other Expenditures			0	n/a
Total Expenditures	\$139,754,263	\$140,189,428	\$435,165	0.3 %
Mayor's Listed Positions:				
Permanent	1,589.0	1,596.0	7.0	0.4 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	1,589.0	1,596.0	7.0	0.4 %
Adjustments (FTE):				
Overtime/Temporary	37.7	51.9	14.2	37.7 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(107.8)	(29.9)	77.9	-72.3
Other Adjustments			0.0	n/a
Total FTE	1,518.9	1,618.0	99.1	6.5 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **31 Fire Department**

Financial Data:

The Fire Department's proposed \$139,122,353 budget for 1994-95 is \$7,889,475 or 6.0 percent more than the original 1993-94 budget of \$131,232,878. The net increase from the revised 1993-94 budget to the Standardized budget is \$10,204,368 or 7.9 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Consent Decree	\$2,168,676	\$2,150,305	\$2,215,714	\$ 2,211,707
Computer Assisted Dispatch System	119,601	106,947	347,329	346,865
Airport Fire Suppression	6,503,652	6,139,120	6,378,322	6,330,255
Port Fireboats	1,304,093	1,665,941	1,280,957	1,265,685
Fire Suppression	106,144,822	104,435,043	113,943,170	112,333,479
Neighborhood Emergency Response Training	0	0	179,799	182,078
Fire Prevention	3,587,368	3,413,947	3,886,837	3,838,796
Fire Investigation	1,146,157	1,077,639	1,280,922	1,261,714
Fire Support Services	3,097,043	2,962,070	3,449,608	3,414,676
Bureau of Training	1,306,117	1,212,840	1,538,495	1,521,765
Administration	2,827,217	2,726,001	2,853,791	2,811,084
Workers' Compensation	3,028,132	3,028,132	3,604,249	3,604,249
Total	<u>\$131,232,878</u>	<u>\$128,917,985</u>	<u>\$140,959,193</u>	<u>\$139,122,353</u>

Department Revenues:

Departmental revenues from inspection and construction plan checking fees is estimated to decrease by \$193,357 or 9.2 percent in 1994-95.

Department Expenditures:

The Mayor's proposed 1994-95 budget includes the reinstatement of nine H10 Chief's Aides positions that were deleted in the 1993-94 budget, deletes one Physician position and transfers a Civil Engineer position to the bond funded earthquake repairs program. In order to comply with the Firefighters' MOU in 1993-94 that requires that all nine H10 Chief's Aides positions be staffed, the Fire Department has assigned Firefighters to nine positions of acting H10 Chief's Aides and has paid them the difference between their regular Firefighter's pay and Chief's Aide's pay from the Differential Pay account. Upon approval of the reinstatement of the nine positions in the 1994-95 budget the Fire Department will immediately fill the positions from a current list of Firefighters eligible for promotion to H10 Chief's Aide.

The approximately \$10.2 million increase in the 1994-95 budget from the revised 1993-94 budget is due primarily to increases in the salary accounts for uniformed Firefighters and Officers including approximately \$1.9 million to recruit, hire and train 84 new Firefighters and \$7.1 million for salary standardization costs. The \$1.9 million funding increase to hire new Firefighters is evidenced by a decrease in the FTE's for Salary Savings of 77.9.

Other significant changes include an increase in Workers Compensation of approximately \$600,000, an increase in Materials and Supplies for uniforms and personal safety equipment for Firefighters of approximately \$900,000 and a decrease of approximately \$500,000 for services of other departments. The 14.2 increase in FTE's for Overtime between the original 1993-94 budget and the proposed 1994-95 budget is due to an increase in the Overtime budget of approximately \$1.3 million. However, the original 1993-94 budget for Overtime was increased by \$1.5 million by a supplemental appropriation to compensate for the underbudgeting of Overtime in the 1993-94 budget. Therefore, the Overtime budget for 1994-95 is actually approximately \$200,000 less than the revised 1993-94 budget after adding the \$1.5 million supplemental.

This is the third and final year of an Memorandum of Understanding between the San Francisco Firefighters and the City. Salary increases of 5% will be provided to all uniformed personnel, as well as increased City payment of Employee Retirement Contributions ("Retirement Pickup") and health coverage for uniform personnel and dependants. The table below summarizes the budgetary impact of the MOU in Fiscal Year 1994-95.

Uniformed Salary Increases	\$ 3,833,872
Mandatory Fringe Benefits	764,455
Retirement "Pickup" and Increased Health Coverage	<u>2,474,717</u>
Total	\$ 7,073,044

Comments:

The Zero Based Budget analysis recommended a total of \$1,336,308 in reductions to the Fire Department's 1994-95 budget which have been included in the Mayor's proposed budget.

For the last two years the Fire Department has been planning for the acquisition and installation of a new Computer Assisted Dispatch (CAD) system to replace the existing system that is constantly breaking down. The new CAD system would have only replaced the Fire Department's dispatch system independently of the ambulance and police dispatch systems. In anticipation of the approval of a new 911 emergency dispatch system that will consolidate the three fire, police and ambulance dispatch systems and would result in a further delay of approximately five years for planning a consolidated system, the Fire Department proposes purchasing a computer that would temporarily replace the existing CAD system. The Fire Department's proposed 1994-95 budget includes \$240,210 for the purchase and installation of a basic computer that will be programed to serve as a CAD system until the 911 emergency dispatch system can be installed. According to the Fire Department, the proposed computer is only a temporary measure to insure reliable dispatch of Fire Department staff and vehicles until the 911 emergency dispatch system is functional.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

31 Fire Department

Page			Position/ Equipment	Number	Amount		
No.	Object	Account Title	Number	From	To	From	To
							Savings
<u>Consent Decree (333203)</u>							
211	018	Premium Pay - Misc.				\$1,883	\$1,411
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.					\$472
<u>Fire Suppression (530071)</u>							
219	100	Professional Services				82,000	60,000
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.					22,000
219	190	Other Non-Personal Services				447,764	420,000
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.					27,764
<u>Fire Support Services (530022)</u>							
227	020	Temporary Salaries				56,767	33,956
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.					22,811

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

31 Fire Department

<u>Page</u> <u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Position/</u>	<u>Number</u>		<u>Amount</u>		<u>Savings</u>
			<u>Equipment</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>	
227	190	Other Non-Personal Services				138,233	98,902	39,331
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95. Also adjusted for new items added for 1994-95.						

Bureau of Training (530139)

229	019	Premium Pay - Uniform				45,690	30,659	15,031
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95. Also adjusted for MOU increase in Premium Pay rates.						

Administration (530030)

231	018	Premium Pay - Misc.				7,375	5,130	2,245
		Reduce to actual 1993-94 expenditure level adjusted by a cost of living factor for 1994-95.						

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

31 Fire Department

<u>Page</u>			<u>Position/</u>	<u>Number</u>	<u>Amount</u>		
<u>No.</u>	<u>Object</u>	<u>Account Title</u>	<u>Equipment</u>	<u>From</u>	<u>To</u>	<u>From</u>	<u>To</u>
232	340	Controller-Data Processing				94,462	40,381
		Reduce for one position not justified in Controller's Information Services Division to implement several computer projects, including (1) a computerized staff assignment system; (2) a computerized database concerning building inspections, including inspection schedules, quality of compliance, and building conditions and (3) an arson incident and early warning system to record incidents of arson, identify structures at high risk of arson, track information concerning both known and potential arsonists (persons acting in a suspicious manner).					

Total Recommended Reductions

\$183,735

**BUDGET REVIEW FORM
REVENUE/EXPENDITURE SUMMARY**

Department/Division: 38 Police Department			Budget Detail:	Page
			Budget Summary:	263
				111
	FY 1993-94 Budget	Mayor's FY 1994-95 Budget	Change	Percent Change
Mayor's Revenue Amounts:				
General Fund Unallocated	\$171,946,918	\$193,317,917	\$21,370,999	12.4
Special Revenue Funds	3,143,820	1,419,625	(1,724,195)	-54.8
General Fund Dept. Revenue	610,054	1,578,500	968,446	158.7
Subtotal, Mayor's Budget	\$175,700,792	\$196,316,042	\$20,615,250	11.7 %
Adjustments:				
Supplemental Appropriations			\$0	n/a %
Recoveries	4,562,198	4,536,884	(25,314)	-0.6
Other Revenues			0	n/a
Total Revenues	\$180,262,990	\$200,852,926	\$20,589,936	11.4 %
Expenditure Amounts:				
Mayor's Budgeted Expenditures	\$175,700,792	\$196,316,042	\$20,615,250	11.7 %
Supplemental Appropriations			0	n/a
Recoveries	4,562,198	4,536,884	(25,314)	-0.6
Other Expenditures			0	n/a
Total Expenditures	\$180,262,990	\$200,852,926	\$20,589,936	11.4 %
Mayor's Listed Positions:				
Permanent	2,227.0	2,405.0	178.0	8.0 %
Temporary			0.0	n/a
Work Order			0.0	n/a
Subtotal, Mayor's Budget	2,227.0	2,405.0	178.0	8.0 %
Adjustments (FTE):				
Overtime/Temporary	104.5	130.1	25.6	24.5 %
Supplemental Appropriations			0.0	n/a
Salary Savings	(165.8)	(174.9)	-9.1	5.5
Other Adjustments			0.0	n/a
Total FTE	2,165.7	2,360.2	194.5	9.0 %

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **38 Police**

The Police Department's proposed \$196,316,042 budget for 1994-95 is \$20,615,250 or 11.7 percent more than the original 1993-94 budget of \$175,700,792. The net increase from the revised 1993-94 budget to the Standardized budget is \$18,585,526 or 10.5 percent.

Summary of Budgeted Activities:

<u>Activity</u>	<u>Fiscal Year 1993-94</u>		<u>Fiscal Year 1994-95</u>	
	<u>Original</u>	<u>Revised</u>	<u>Unstandardized</u>	<u>Standardized</u>
Police	\$174,660,404	\$176,660,938	\$186,343,346	\$194,001,301
Senior Escort Services	0	27,451	1,206,318	1,206,929
Office of Citizen's Complaints	<u>1,040,388</u>	<u>1,042,127</u>	<u>1,108,987</u>	<u>1,107,812</u>
Total	\$175,700,792	\$177,730,516	\$188,658,651	\$196,316,042

Department Revenues:

Department Revenues have increased by a net amount of \$968,446 due primarily to a one-time realization of accumulated special fund revenue. However, this increase is offset by a decrease of \$1,724,195 in other special fund revenues. Available Narcotics Forfeiture and Asset Seizure funds have decreased by approximately \$323,000 compared to the original 1993-94 budget. The balance of the decrease in special fund revenues of approximately \$1.4 million is due to depleted surplus funds in the Automated Fingerprint Identification Fund.

Department Expenditures:

1. This is the third and final year of an Memorandum of Understanding between the Police Officers Association and the City. Salary increases of 5% will be provided to all uniformed personnel, as well as increased City payment of Employee Retirement Contributions (Retirement Pickup") and health coverage for sworn personnel and dependents. The table below summarizes the budgetary impact of the MOU in Fiscal Year 1994-95.

Uniformed Salary Increases	\$ 4,728,305
Mandatory Fringe Benefits	934,313
Retirement "Pickup" and Increased Health Coverage	<u>3,853,428</u>
Total	\$ 9,516,046

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **38 Police**

2. The passage of Proposition D has mandated full Uniform staffing of 1,971 by the end of Fiscal Year 1994-95. The Police Department currently has 1,841 sworn personnel, including 44 entry level police officer trainees in the Police Academy, and an additional 25 "lateral transfers" hired in May, 1994. The Department plans to hire an additional 30 lateral transfers in June, 1994. The cost of continuing these 99 new sworn personnel through Fiscal Year 1994-95 is approximately \$6.2 million in salaries and fringe benefits.

In addition, the Department at this time intends to hire 30 lateral transfers and 135 trainees during 1994-95 at a cost of approximately \$2.4 million in 1994-95 (partial year funding of salaries and fringe benefits). Full year funding of for these additional officers hired in 1994-95 will be approximately \$8.7 million in salaries and fringe benefits. Additional expenditures will be necessary for materials, supplies and equipment.

The current 1994-95 Police Department hiring plan for uniformed officers is as follows:

<u>Date</u>	<u>Number Police Officers Hired</u>	
September 28, 1994	30	(lateral transfers)
March 27, 1995	45	(new recruit class)
May 31, 1995	45	(new recruit class)
June 26, 1995	<u>45</u>	(new recruit class)
Total	165	

After expected attrition, the Police Department will have 1,971 Police Officers on June 30, 1995, although 135 will be new recruits in the Police Academy, as follows:

Existing Uniform Staffing (6/7/94).....	1,841
June, 1994 Lateral Transfers.....	30
New hires in 1994-95.....	165
Less expected 1994-95 attrition.....	<u>(65)</u>

Number of Police Officers, June, 1995.....1,971

As reported previously by the Budget Analyst, the net impact of the Police Department's hiring plan for the current 1993-94 Fiscal Year and the 1994-95 Fiscal Year will be to recruit and hire a total of 264 uniformed Police Officers. (99 in 1993-94 and 165 in 1994-95). The 1994-95 Fiscal Year net cost of these 264 new Police Officers, after savings from attrition, is estimated to be approximately \$7.1 million.

3. The Senior Escort Program has been restored to the Police Department budget for 1994-95. The Program is funded to support a total staff of 23, including a Director, a Senior Crime Prevention Worker and 21 Crime Prevention Workers.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division: **38 Police**

4. The Budget Analyst performed a Zero Base review of the Office of Citizens Complaints (OCC) during March and April of 1994. As a result of this review, the Budget Analyst has found that the proposed level of staffing for the OCC is fully justified based on their Charter mandated responsibilities, current workload, and potential increased workload due to increased hiring of Police Officers.

Comments

1. The Budget Analyst recommended total reductions to the Police Department budget during our Zero Base budget review of \$4.1 million. The Mayor's Office implemented these recommended reductions as follows:

	<u>Budget Analyst Zero Base Recommendations</u>	<u>Mayor's Budget Reduction</u>
Sworn Fringe Benefits	\$1.7 million	\$1.9 million
Miscellaneous Salaries	\$1.1	\$1.2
Consent Decree Exam Costs	\$0.635	\$0.436
Sworn Salaries and Benefits	<u>\$0.695</u>	<u>\$0.110</u>
Total	\$4.130	\$3.646

2. The Mayor's Office made further reductions to Police Overtime and Holiday Pay (approximately \$700,000), Non personal services (approximately \$450,000), Equipment Purchase (\$320,000), Central Shop services (\$430,000) and Workers Compensation costs (\$500,000). The Budget Analyst concurs with these further reductions. Further, we note that Police Overtime appears to be adequately funded for the first time in several years. Also, the Police Department's reduced Workers Compensation expenditures in recent years support the reduction to the Workers Compensation appropriation. According to the Police Department, this reduced spending for Workers Compensation claims results from greater control over claims by the Department's Medical Liaison Unit, established in 1992-93.

3. The Budget Analyst has been informed that the planned hiring of 30 lateral transfers in June, 1994 will not materialize due to recruitment delays. Six lateral transfers will be hired instead. The Budget Analyst recommends that hiring of the 24 additional lateral transfers be delayed until March 27, 1995. By rescheduling this aspect of the Department's hiring plan, the Police Department will be able to comply with Proposition D and save approximately \$1.0 million. The Police Department concurs with this recommendation.

RECOMMENDATIONS OF THE BUDGET ANALYST FOR
AMENDMENT OF BUDGET ITEMS
1994-95

Department/Division

38 Police Field/02 Operations

Page No.	Object	Account Title	Position/ Equipment Number	Number From	To	Amount From	To	Savings
<u>Field Operations (582015)</u>								
287	002	Permanent Salaries - Uniform				\$71,807,316	\$71,031,329	*
		* The recommended reduction in Permanent Salaries - Uniform is the total of the following specific recommendations regarding individual classifications.						
328	002	Salary Savings	9993			(6,059,343)	(6,835,330)	\$775,987
287	060	Mandatory Fringe Benefits				18,250,193	18,017,397	232,796
		Reduce Uniform Salaries and Mandatory Fringe Benefits to reflect the hiring delay for 24 lateral transfers from June, 1994 to March 27, 1994. This adjustment to the Police Department's hiring plan will not affect compliance with Proposition D.						
Total Recommended Reductions						<hr/> \$1,008,783		

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6/29/94
#2
CALENDAR

**BUDGET REVIEW HEARINGS
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO**

WEDNESDAY, JUNE 29, 1994 - 1:30 P.M.

ROOM 228, CITY HALL

MEMBERS: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 100-94-1. [Annual Budget] Hearing to consider the Annual Budget of the City and County of San Francisco for Fiscal Year 1994-95. (Mayor)

CULTURE AND RECREATION

- 07 County Education Office
- 60 Academy of Sciences
- 28 Art Commission
- 46 War Memorial
- 61 Fine Arts Museums
- 62 Asian Art Museum
- 41 Public Library
- 42 Recreation and Park

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PUBLIC WORKS, TRANSPORTATION AND COMMERCE

- 90 Public Works
- 27 Airport
- 39 Port
- 36 Parking and Traffic
- 75 Electricity
- 40 Public Utilities Commission (PUC)
- 49 PUC Light, Heat and Power
- 32 Hetch Hetchy Project
- 47 Water
- 35 Department of Transportation (Municipal Railway)
San Francisco Redevelopment Agency

ACTION: Budget review hearings held.

2. File 127-94-8. [Transient Occupancy Tax] Ordinance amending Part III, Municipal Code, by amending Section 515 to limit certain fiscal year 1994-95 allocations to the amounts allocated in fiscal year 1993-94. (Supervisor Hsieh)
(Continued from 6/22/94)

ACTION: RECOMMENDED.

3. File 161-94-4. [Redevelopment Agency Budget and Bonds] Resolution approving the budget of the Redevelopment Agency of the City and County of San Francisco for fiscal year 1994-95; and approving the issuance by the Agency of Bonds in an aggregate principal amount not to exceed \$25,000,000 for the purpose of financing Redevelopment activities in fiscal year 1994-1995. (Redevelopment Agency)
(Continued from 6/22/94)

ACTION: Recessed until June 30, 1994.

CITY AND COUNTY



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BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

June 28, 1994

TO: Budget Committee
FROM: Budget Analyst
SUBJECT: June 29, 1994 Budget Committee Meeting

Item 2 - File 127-94-8

Note: This item was recessed by the Budget Committee at its meeting of June 1, 1994.

Item: Ordinance amending Part III of the San Francisco Administrative Code by amending Section 515 to limit certain Fiscal Year 1993-94 allocations, to the amounts allocated in Fiscal Year 1993-94

Description:

1. Proceeds from the base Hotel Tax rate of 8% (excluding all current surcharges which equal 4% and bring the total Hotel Tax rate to 12%) are deposited in the Hotel Tax Fund and allocated to specific programs. The allocation is detailed in Section 515 of Part III of the San Francisco Municipal Code. The allocation was amended by ordinance in January, 1993 in order to include a Cultural Endowment Equity Fund allocation that will equal 1.75% of total Hotel Tax Fund base proceeds in 1994-95. The allocation was further amended in June, 1993 to specifically allocate portions of the base proceeds to the Asian Art Museum (in the amount of 2.1% in 1994-95) and the Fine Arts Museum (in the amount of 5.36% in 1994-95).

2. Also in June, 1993, the Administrative Code was amended to limit all 1993-94 allocations to amounts allocated in 1992-93 with the exception of the Cultural Endowment Equity Fund and the new allocations to the Asian Art Museum and the Fine Arts Museum. By

establishing such limits, the amount that could be transferred to the General Fund to help balance the 1993-94 budget was increased by approximately \$3.2 million.

3. This proposed ordinance would establish limitations of Hotel Tax Fund allocations at 1993-94 levels for Fiscal Year 1994-95 for all Hotel Tax funded programs except the Yerba Buena Center, the Cultural Endowment Fund, the Asian Art Museum and the Fine Arts Museum. By so limiting such allocations, additional Hotel Tax funds in the amount of \$2,505,524 would be available to balance the 1994-95 General Fund budget. According to Ms. Theresa Lee, of the Mayor's Office, this revenue is part of the Mayor's proposed 1994-95 budget.

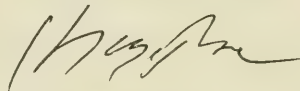
4. The following table provides the Controller's calculation of the impact of the proposed ordinance. The \$61,176,000 total Hotel Tax Fund revenue (for the base 8% rate) is the current estimate for Fiscal Year 1994-95.

Proposed Revisions to Base 8% Hotel Tax Allocation

<u>Allocation of 8% Hotel Tax</u>	<u>1994-95 Allocation that Would be Implemented by this Proposed Ordinance</u>	<u>1994-95 Allocation if this Ordinance is not Approved</u>	<u>1994-95 Increased (Decreased) Allocation Due to the Proposed Ordinance</u>
Yerba Buena Center	\$25,589,921	\$25,589,921	\$ 0
Convention and Visitors Bureau	5,544,923	6,007,483	(462,560)
Housing Programs	3,494,487	3,851,265	(356,778)
War Memorial	5,544,923	6,007,483	(462,560)
Candlestick Park	3,454,487	3,811,265	(356,778)
Administration	99,077	122,352	(23,275)
Publicity & Advertising - Non Recurring	9,149,122	9,983,923	(834,801)
Publicity & Advertising - Recurring	144,168	152,940	(8,772)
Cultural Endowment Equity Fund	1,070,580	1,070,580	0
Asian Art Museum	1,284,696	1,284,696	0
Fine Arts Museum	<u>3,279,034</u>	<u>3,279,034</u>	<u>0</u>
Subtotal	\$58,655,418	\$61,160,942	(\$2,505,524)
General Fund	<u>2,520,582</u>	<u>15,058</u>	<u>2,505,524</u>
Total	\$61,176,000	\$61,176,000	\$ 0

Memo to Budget Committee
June 29, 1994

Recommendation: Approval of the proposed ordinance is a policy matter for the Board of Supervisors.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board
Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

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BUDGET REVIEW HEARINGS
BUDGET COMMITTEE
BOARD OF SUPERVISORS
CITY AND COUNTY OF SAN FRANCISCO

THURSDAY, JUNE 30, 1994 - 1:30 P.M.

ROOM 228, CITY HALL

PRESENT: SUPERVISORS HSIEH, ALIOTO, BIERMAN

CLERK: MARY L. RED

1. File 161-94-4. [Redevelopment Agency Budget and Bonds] Resolution approving the budget of the Redevelopment Agency of the City and County of San Francisco for fiscal year 1994-95; and approving the issuance by the Agency of Bonds in an aggregate principal amount not to exceed \$25,000,000 for the purpose of financing Redevelopment activities in fiscal year 1994-1995. (Redevelopment Agency)
(Continued from 6/29/94)

ACTION: Amendment of the Whole (as presented by department) accepted; further amended on page 1, line 5; page 2, line 6; and page 3, line 13 by replacing "\$25,000,000" with "\$25,850,000." New title: "Resolution approving the budget of the Redevelopment Agency of the City and County of San Francisco for fiscal year 1994-95; and approving the issuance by the Agency of Bonds in an aggregate principal amount not to exceed \$25,850,000 for the purpose of financing Redevelopment activities in fiscal year 1994-1995". RECOMMENDED AS AMENDED.

2. File 100-94-1. [Annual Budget] Hearing to consider the Annual Budget of the City and County of San Francisco for Fiscal Year 1994-95. (Mayor)

HUMAN WELFARE

- 26 Commission on Aging
- 34 Human Rights Commission
- 48 Commission on the Status of Women
- 45 Social Services

COMMUNITY HEALTH - DEPARTMENT OF PUBLIC HEALTH

- 83 Community Health Services
- 85 Laguna Honda Hospital
- 86 San Francisco General Hospital
- 87 Community Mental Health

97 GENERAL CITY RESPONSIBILITIES

99 CAPITAL PROJECTS

ACTION: Budget review meetings held. Budget as presented by Mayor and amended by Budget Committee recommended as amended (See file for details) to Board on July 11, 1994.

3. File 101-94-2. [Annual Appropriation Ordinance, 1994-95] Ordinance appropriating all estimated receipts and all estimated expenditures for the City and County of San Francisco for fiscal year ending June 30, 1995. (Mayor)

ACTION: Amended (reflects budget as submitted by Mayor and amended by Budget Committee). RECOMMENDED AS AMENDED to Board July 11.

4. File 102-94-2. [Annual Salary Ordinance, 1994-95] Ordinance enumerating positions in the annual budget and appropriation ordinance for the fiscal year ending June 30, 1995, continuing, creating or establishing these positions; enumerating and including therein all positions created by Charter or state law for which compensations are paid from City and County funds and appropriated in the annual appropriation ordinance; authorizing appointments or continuation of appointments thereto; specifying and fixing the compensations and work schedules thereof; and authorizing appointments to temporary positions and fixing compensations therefor. (Civil Service Commission)

ACTION: Amended (reflects budget as submitted by Mayor and amended by Budget Committee). RECOMMENDED AS AMENDED to Board July 11.

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-94
CITY AND COUNTY



OF SAN FRANCISCO

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BOARD OF SUPERVISORS

BUDGET ANALYST

1390 MARKET STREET, SUITE 1025

SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-7642

June 30, 1994

TO: Budget Committee
FROM: Budget Analyst *Recommendations.*
SUBJECT: *///* New Positions in the Mayor's Recommended 1994-95 Budget;
Potential Layoffs

Pursuant to your request, the following budget information is provided.

Position Count Summary

As previously reported, the Mayor's recommended 1994-95 budget includes 23,398 funded permanent positions or 151 more positions than the 23,247 funded positions shown in the revised 1993-94 budget approved by the Mayor and the Board of Supervisors. The Controller has revised the method of counting positions for the budget presentation by making adjustments for salary savings (which decrease the level of funded positions) and temporary salary appropriations (which increase the number of funded positions).

This increase of 151 positions City wide includes an increase of 77 General Fund and General Fund supported positions. This increase can be explained by increased staffing in the Police Department alone. According to the proposed budget, the number of funded positions in the Police Department has grown by 157. Therefore, if the Police Department were not included, there would be a net decrease of 80 General Fund and General Fund supported positions.

The table below summarizes the budget position count data provided by the Controller.

	Revised 1993-94 <u>Budget</u>	Mayor's 1994-95 <u>Budget</u>	Increase from Revised <u>1993-94</u>
General Fund and General Fund Supported Departments	18,560	18,637	77
Special Revenue and Enterprise Fund Departments	<u>4,687</u>	<u>4,761</u>	<u>74</u>
Total City and County	23,247	23,398	151

Potential Layoffs

Attachment 1 to this report is a table of "Separation Reports" provided by the Department of Human Resources (DHR). In all, the DHR reports that 180 positions have been identified by City Departments as potential layoffs due to a lack of funds in the 1994-95 budget. However, since many of these employees will be transferred to existing vacancies or the separation report will be retracted by the respective Departments, the number of layoffs that can be expected should actually be significantly less than 180.

For example, the Port has eliminated 44 positions from its 1994-95 budget. The DHR has received 17 Separation Reports from the Port, indicating the number of potential layoffs due to the elimination of the 44 positions. As of June 29, 1994, the Budget Committee has been informed that a maximum of 12 actual layoffs can now be expected.

Most permanent employees who are actually laid off are placed on a "holdover roster" for five years or more. These employees have precedence over eligible lists and transfer requests when positions become vacant in the future and may be re-employed by the City and County.

New Positions in the Budget

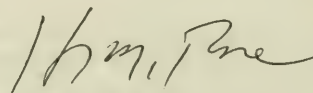
There are numerous positions in the Mayor's recommended 1994-95 budget that are shown as "new" positions. Attachment 2 to this report shows the new positions by department. The Budget Analyst, working with the Controller, has edited this list to account for coding errors. We have also eliminated from this list positions shown as "new" in the budget that are actually substitutions, reclassifications, restorations or represent employees who were never actually laid off in 1993-94. Examples include the five Commission on Aging positions for Senior Information and Referral services that were never actually eliminated in 1993-94 and the 23 Senior Escort Services positions that technically show as "new" in the budget, but have actually been funded for 1993-94, because contracting out of these services was not approved by the Board of Supervisors.

Memo to Budget Committee
June 30, 1994

Despite the fact that some Departments have requested new positions, their overall staffing levels in most cases are lower than 1993-94 revised budget levels, due to offsetting elimination of positions or salary savings adjustments.

In summary, Attachment 2 shows 300 new positions for General Fund and General Fund supported departments and 50 new positions for Special Revenue Fund and Enterprise Fund departments. Examples of these new positions include 97 positions for the Sheriff with partial year funding for the new Jail, 23 positions for Juvenile Court for the reopening of Unit B-4, 32 new positions in the Department of Social Services that are approximately 84% non-General Fund supported, and 58 new positions in the Department of Public Health for re-organization, revenue generation, new ambulance staffing and the Managed Care MIS project. A total of 19 non-uniform positions have been added to the Police Department including the conversion of four positions funded by temporary salaries, a Training Officer for the new hiring of Police Officers, a position to implement increased supervision of 911 Dispatch functions, and clerical positions to replace Police Officers in administrative functions and provide support for the expected hiring of 189 new Police Officers in 1994-95.

Attachment 2 includes comments on the basis for the requested new positions for each Department listed. Of the 350 total new positions requested, the Budget Committee has cut 21.



Harvey M. Rose

cc: Supervisor Hsieh
President Alioto
Supervisor Bierman
Supervisor Conroy
Supervisor Hallinan
Supervisor Kaufman
Supervisor Kennedy
Supervisor Leal
Supervisor Maher
Supervisor Migden
Supervisor Shelley
Clerk of the Board

Chief Administrative Officer
Controller
Teresa Serata
Robert Oakes
Ted Lakey

BOARD OF SUPERVISORS
BUDGET ANALYST

City and County of San Francisco: Department of Human Resources
Summary Report: Separation Reports Received By Department & Class
Data As Of 05:10:33 PM Monday, June 27, 1994

DEPT. #: 02 DEPT. NAME: ASSESSOR

SEPARATION REPORTS RECEIVED: 1

CLASS #	CLASS TITLE	# SR RCVD.
1426	SENIOR CLERK TYPIST	1

DEPT. #: 04 DEPT. NAME: DISTRICT ATTORNEY

SEPARATION REPORTS RECEIVED: 1

CLASS #	CLASS TITLE	# SR RCVD.
1706	TELEPHONE OPERATOR	1

DEPT. #: 08 DEPT. NAME: SHERIFF

SEPARATION REPORTS RECEIVED: 12

CLASS #	CLASS TITLE	# SR RCVD.
2854	COOK	1
2656	CHEF	11

DEPT. #: 13 DEPT. NAME: ADULT PROBATION

SEPARATION REPORTS RECEIVED: 3

CLASS #	CLASS TITLE	# SR RCVD.
1426	SENIOR CLERK TYPIST	1
1444	SECRETARY I	1
1706	TELEPHONE OPERATOR	1

DEPT. #: 14 DEPT. NAME: SF COMMUNITY COLLEGE DISTRICT

SEPARATION REPORTS RECEIVED: 7

CLASS #	CLASS TITLE	# SR RCVD.
1406	SENIOR CLERK	2
1426	SENIOR CLERK TYPIST	1
1840	JUNIOR MANAGEMENT ASSISTANT	3
4308	SENIOR COLLECTIONS OFFICER	1

DEPT. #: 30 DEPT. NAME: DEPARTMENT OF HUMAN RESOURCES

SEPARATION REPORTS RECEIVED: 14

CLASS #	CLASS TITLE	# SR RCVD.
1242	PERSONNEL ANALYST	13
1404	CLERK	1

City and County of San Francisco: Department of Human Resources
Summary Report: Separation Reports Received By Department & Class
Data As Of 05:18:33 PM Monday, June 27, 1994

DEPT. #:31 DEPT. NAME : FIRE DEPARTMENT # SEPARATION REPORTS RECEIVED: 1

CLASS #	CLASS TITLE	# SR RCVD.
6362	CIVIL ENGINEERING ASSISTANT II	1

DEPT. #:35 DEPT. NAME : MUNICIPAL RAILWAY # SEPARATION REPORTS RECEIVED: 16

CLASS #	CLASS TITLE	# SR RCVD.
2708	CUSTODIAN	7
2716	CUSTODIAL ASSISTANT SUPERVISOR	1
2719	JANITORIAL SERVICES ASSISTANT SUPERVISOR	1
7345	ELECTRICIAN	1
7410	AUTOMOTIVE SERVICE WORKER	1
9139	TRANSIT SUPERVISOR	2
9140	TRANSIT MANAGER I	3

DEPT. #:38 DEPT. NAME : POLICE COMMISSION # SEPARATION REPORTS RECEIVED: 1

CLASS #	CLASS TITLE	# SR RCVD.
0482	CRIME PREVENTION WORKER	1

DEPT. #:39 DEPT. NAME : PORT # SEPARATION REPORTS RECEIVED: 17

CLASS #	CLASS TITLE	# SR RCVD.
1840	JUNIOR MANAGEMENT ASSISTANT	1
7345	ELECTRICIAN	4
7514	GENERAL LABORER	1
9330	PILE WORKER	3
9355	WHARFINGER II	1
9358	CRANE MECHANIC SUPERVISOR	3
9374	MANAGER, PORT PLANNING AND DEVELOPMENT	1
9376	MARKET RESEARCH SPECIALISTS, PORT	1
9388	DIRECTOR, CARGO SERVICES	1
9394	MANAGER, CARGO BUSINESS DEVELOPMENT	1

City and County of San Francisco: Department of Human Resources
Summary Report: Separation Reports Received By Department & Class
Data As Of 05:18:33 PM Monday, June 27, 1994

DEPT. #: 40 DEPT. NAME : PUBLIC UTILITIES COMMISSION # SEPARATION REPORTS RECEIVED: 4

CLASS #	CLASS TITLE	# SR RCVD.
1270	DEPARTMENTAL PERSONNEL OFFICER	1
9155	CLAIMS INVESTIGATOR	1
9157	CLAIMS ADJUSTER	1
9158	ASSISTANT CLAIMS AGENT	1

DEPT. #: 45 DEPT. NAME : SOCIAL SERVICES # SEPARATION REPORTS RECEIVED: 3

CLASS #	CLASS TITLE	# SR RCVD.
1864	SENIOR SYSTEMS AND PROCEDURES ANALYST	1
2903	ELIGIBILITY WORKER	1
4308	SENIOR COLLECTIONS OFFICER	1

DEPT. #: 47 DEPT. NAME : WATER DEPARTMENT # SEPARATION REPORTS RECEIVED: 22

CLASS #	CLASS TITLE	# SR RCVD.
1118	COMMERCIAL DIVISION ASSISTANT MANAGER	1
1466	METER READER	4
2708	CUSTODIAN	4
2718	CUSTODIAL ASSISTANT SUPERVISOR	1
3417	GARDENER	1
6154	ASSISTANT DIVISION MANAGER, PENINSULA OPERATIONS	1
7204	CHIEF WATER SERVICE INSPECTOR	1
7250	UTILITY PLUMBER SUPERVISOR I	3
7316	WATER SERVICE INSPECTOR	3
7317	SENIOR WATER SERVICE INSPECTOR	2
7344	CARPENTER	1

City and County of San Francisco: Department of Human Resources
Summary Report: Separation Reports Received By Department & Class
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DEPT. #: 83 DEPT. NAME: PUBLIC HEALTH CENTRAL OFFICE # SEPARATION REPORTS RECEIVED: 26

CLASS #	CLASS TITLE	# SR RCVD.
1872	PROGRAMMER ANALYST	1
2202	DENTAL AIDE	2
2210	DENTIST	8
2230	PHYSICIAN SPECIALIST	1
2232	SENIOR PHYSICIAN SPECIALIST	2
2233	SUPERVISING PHYSICIAN SPECIALIST	1
2320	REGISTERED NURSE	1
2587	HEALTH WORKER III	1
2819	ASSISTANT HEALTH EDUCATOR	3
2822	HEALTH EDUCATOR	1
2830	PUBLIC HEALTH NURSE	1
6126	DIRECTOR, BUREAU OF ENVIRONMENTAL HEALTH SERVICES	1
6127	ASSISTANT DIRECTOR, BUREAU OF ENVIRONMENTAL HEALTH SERVICES	1
6144	DIRECTOR OF TOXICS AND SAFETY SERVICES	1

DEPT. #: 85 DEPT. NAME: LAGUNA HONDA # SEPARATION REPORTS RECEIVED: 17

CLASS #	CLASS TITLE	# SR RCVD.
1444	SECRETARY I	1
2760	LAUNDRY WORKER	14
2770	SENIOR LAUNDRY WORKER	1
2780	LAUNDRY WORKER SUPERVISOR	1

DEPT. #: 86 DEPT. NAME: SAN FRANCISCO GENERAL HOSPITAL # SEPARATION REPORTS RECEIVED: 19

CLASS #	CLASS TITLE	# SR RCVD.
2202	DENTAL AIDE	2
2230	PHYSICIAN SPECIALIST	6
2494	STAFF RADIOLOGIC TECHNOLOGIST	1
2498	RADIOLOGIC TECHNOLOGIST SUPERVISOR	3
2650	ASSISTANT COOK	1
2760	LAUNDRY WORKER	3
2770	SENIOR LAUNDRY WORKER	3

City and County of San Francisco: Department of Human Resources
Summary Report: Separation Reports Received By Department & Class
Data As Of 05:18:33 PM Monday, June 27, 1994

DEPT. #: 87 DEPT. NAME : COMMUNITY MENTAL HEALTH # SEPARATION REPORTS RECEIVED: 9

CLASS #	CLASS TITLE	# SR RCVD.
2517	JAIL MEDICAL TECHNICIAN	8
2823	MENTAL HEALTH EDUCATOR	1

DEPT. #: 90 DEPT. NAME : PUBLIC WORKS # SEPARATION REPORTS RECEIVED: 6

CLASS #	CLASS TITLE	# SR RCVD.
5122	ASSISTANT CITY ARCHITECT	1
5133	ASSOCIATE MANAGER, BUREAU OF WATER POLLUTION CONTROL	1
5273	PRINCIPAL ARCHITECT	2
5274	CHIEF HOUSING INSPECTOR	1
A753	ASSISTANT CITY ENGINEER, DEPT. OF PUBLIC WORKS	1

DEPT. #: 91 DEPT. NAME : PURCHASER # SEPARATION REPORTS RECEIVED: 2

CLASS #	CLASS TITLE	# SR RCVD.
1632	SENIOR ACCOUNT CLERK	2

SEPARATION REPORTS CITYWIDE : 180

		New Positions	Salaries	Comments
	Assessor			
1426	SENIOR CLERK TYPIST.....	1	25,408	New positions recommended in Zero Base analysis to produce revenue.
1499	SUPERVISING CLERK III.....	1	27,689	
1818	MANAGEMENT INFO SYSTEMS SPECIA	1	49,564	
4202	ASSESSMENT CLERK.....	2	39,658	
4261	REAL PROPERTY APPRAISER.....	5	139,080	
		10	281,399	
	District Attorney			
8146	DISTRICT ATTORNEY'S INVESTIGAT	2	105,600	Welfare Fraud Work Order from DSS
	Sheriff			
1220	PAYROLL CLERK.....	1	16,535	
1242	PERSONNEL ANALYST.....	1	19,750	
1312	PUBLIC INFORMATION OFFICER....	1	18,283	
1807	MANAGEMENT INFORMATION SYSTEMS	1	12,250	
1952	PURCHASER.....	1	19,000	
7334	STATIONARY ENGINEER.....	1	20,100	Positions added with partial year funding for new Jail.
7335	SENIOR STATIONARY ENGINEER....	1	51,287	
7345	ELECTRICIAN.....	1	41,633	
7347	PLUMBER.....	1	45,221	
8312	SHERIFF'S CAPTAIN.....	1	34,305	
8310	SHERIFF'S LIEUTENANT.....	4	249,130	
8308	SHERIFF'S SERGEANT.....	5	159,400	
AA92	SHERIFF'S RECRUIT	78	1,491,862	
		97	2,178,756	
	Treasurer Tax Collector			
1630	ACCOUNT CLERK.....	1	19,829	New positions recommended in Zero Base analysis to produce revenue.
1632	SENIOR ACCOUNT CLERK.....	1	22,883	
1654	PRINCIPAL ACCOUNTANT.....	1	33,395	
1656	HEAD ACCOUNTANT.....	1	35,920	
1818	MANAGEMENT INFO SYSTEMS SPECIA	1	33,728	
1822	ADMINISTRATIVE ANALYST.....	1	31,085	
4306	COLLECTIONS OFFICER.....	3	70,941	
		9	247,781	
	Controller			
1864	SR SYSTEMS AND PROCEDURES ANAL	1	50,791	ISD - partial funding, work order supported positions.
1875	SENIOR SYSTEMS PROGRAMMER....	1	0	
1874	SENIOR PROGRAMMER ANALYST.....	10	458,320	
		12	509,111	
	Trial Courts			
330	DEPUTY CLERK- MUNICIPAL COURT.	1	12,314	Half time revenue producing positions
260	Small Claims Legal Advisor	1	28,140	
330	DEPUTY CLERK- MUNICIPAL COURT.	8	197,025	Cut by Budget Committee
		10	237,479	

Attachment 2

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		New Positions	Salaries	Comments
	Juvenile Court			
1822	ADMINISTRATIVE ANALYST.....	1	36,500	
7334	STATIONARY ENGINEER.....	1	41,934	New positions added, primarily for recently reopened unit B-4 at Juvenile Hall.
7524	INSTITUTION UTILITY WORKER....	1	23,736	
8318	COUNSELOR II.....	1	34,945	
8322	SENIOR COUNSELOR-JUVENILE HALL	1	33,971	
1842	MANAGEMENT ASSISTANT.....	2	66,929	
8442	SENIOR PROBATION OFFICER.....	2	70,884	
8320	COUNSELOR-JUVENILE HALL.....	14	384,700	
		23	693,599	
	Ethics Commission			
AA81	EXECUTIVE DIR.- ETHICS COMM.	1	68,382	New City Department
1426	SENIOR CLERK TYPIST.....	1	28,005	
		2	96,387	
	Mayor			
1364	SPECIAL ASSISTANT V.....	1	32,912	New Positions for Mayor's Office of Emergency Services for MIS and 911 Project
1368	SPECIAL ASSISTANT IX.....	1	53,322	
		2	86,234	
	Fire Department			
H 10	CHIEF'S OPERATOR.....	9	83,115	Restoration of positions eliminated in 93-94 Required by MOU
	Human Resources Department			
1818	MANAGEMENT INFO SYSTEMS SPECIA	1	44,970	Part of Department Re-organization. There is an overall decrease in the number of positions in this department.
1866	SYSTEMS AND PROCEDURES SUPERVI	1	64,806	
1868	TELEPROCESSING TECHNICIAN.....	1	41,055	
1871	ASSISTANT SYSTEMS PROGRAMMER..	1	0	
1244	SENIOR PERSONNEL ANALYST.....	2	106,122	
		6	256,953	
	Human Rights Commission			
1446	SECRETARY II.....	1	37,480	0.5 cut by Budget Committee
2992	CONTRACT COMPLIANCE OFFICER I.	2	104,276	
		3	141,756	
	Muni Railway			
1652	SENIOR ACCOUNTANT.....	1	31,998	Cut by Budget Committee
1824	PRINCIPAL ADMINISTRATIVE ANALY	1	68,043	Cut by Budget Committee
1823	SENIOR ADMINISTRATIVE ANALYST.	2	105,601	Cut by Budget Committee
		4	205,642	
	Department of Parking & Traffic			
1842	MANAGEMENT ASSISTANT.....	1	37,088	Cut by Budget Committee

		New Positions	Salaries	Comments
	Police Department			
400	DEPUTY CHIEF.....	1	100,900	Restoration of position, offset by elimination of a Commander
1220	PAYROLL CLERK.....	1	38,184	Needed for increased sworn staffing
1232	TRAINING OFFICER.....	1	41,650	Position already exists
1446	SECRETARY II.....	1	37,480	Needed for increased sworn staffing
1823	SENIOR ADMINISTRATIVE ANALYST.	1	58,203	Position already exists
1861	SYSTEMS AND PROCEDURES ANALYST	1	53,322	Position already exists
8202	SECURITY GUARD.....	1	30,067	Restoration of position eliminated in 93-94
8240	POLICE COMMUNICATIONS SHIFT SU	1	53,844	911 - increased supervision
1240	ASSISTANT PERSONNEL ANALYST...	2	66,500	For new examination
1244	SENIOR PERSONNEL ANALYST.....	2	96,400	Position already exists
1424	CLERK TYPIST.....	8	204,411	Needed for increased sworn staffing
		20	780,961	
	Department of Social Services			
2913	PROGRAM SPECIALIST.....	1	42,984	Overall General fund cost is 16% of salaries, fringe benefits and overhead. Includes 2 Senior Social Workers for the Matrix program that are 100% General Fund.
2914	SOCIAL WORK SUPERVISOR.....	1	45,281	
2907	ELIGIBILITY WORKER SUPERVISOR.	2	70,914	
1426	SENIOR CLERK TYPIST.....	3	70,274	
2912	SENIOR SOCIAL WORKER.....	8	306,096	
2905	SENIOR ELIGIBILITY WORKER....	17	515,704	
		32	1,051,253	
	Public Administrator Guardian			
1426	SENIOR CLERK TYPIST.....	1	28,028	Existing positions funded by temporary
2903	ELIGIBILITY WORKER.....	1	31,876	salaries; create savings in excess of their
		2	59,904	costs.
	DPH - CHS			
1818	MANAGEMENT INFO SYSTEMS SPECIA	1	40,690	Managed Care MIS Project.
1819	MANAGEMENT INFO SYSTEMS SPECIA	1	60,265	Environmental Health Automation Project
2210	DENTIST.....	1	70,908	Now funded through temporary salaries
2322	HEAD NURSE.....	1	79,240	To direct new GA/SSI Program
2830	PUBLIC HEALTH NURSE.....	1	52,045	Now funded through temporary salaries
2832	SUPERVISING PUBLIC HEALTH NURS	1	41,625	Now funded through temporary salaries
2230	PHYSICIAN SPECIALIST.....	3	246,302	GA/SSSI Program
		9	591,075	
	Laguna Honda Hospital			
2587	HEALTH WORKER III.....	1	36,905	Assigned to new ward.

Attachment 2

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	New Positions	Salaries	Comments
San Francisco General Hospital			
1406 SENIOR CLERK.....	1	28,000	Revenue supported; hospitalization business plan
1408 PRINCIPAL CLERK.....	1	33,679	Radiology Dept. - replaces 2.6 FTE
1818 MANAGEMENT INFO SYSTEMS SPECIA	1	34,034	Managed Care MIS Project.
1819 MANAGEMENT INFO SYSTEMS SPECIA	1	41,308	Managed Care MIS Project.
1864 SR SYSTEMS AND PROCEDURES ANAL	3	123,923	Managed Care MIS Project.
2312 LICENSED VOCATIONAL NURSE.....	5	144,645	New multiple detox unit
2320 REGISTERED NURSE.....	5	219,188	New multiple detox unit
2532 PARAMEDIC.....	29	1,130,895	To staff 3 new ambulances around the clock
	46	1,755,672	
Supported	300	9,436,670	
Non General Fund			
Hetch Hetchy			
AA70 SR. POWER GENERATION TECH.	1	50,604	Revenue Producing positions
AA73 WATER & POWER RESOURCE MGR.	1	80,952	
AA74 WATER & POWER SPECIALIST	1	60,372	
AA76 WATER & POWER ANALYST I	1	45,648	
7318 ELECTRONIC MAINTENANCE TECHNIC	1	64,806	Funding reduced by 50%
7408 ASSISTANT POWER HOUSE OPERATOR	3	101,085	One of 3 positions cut by Budget Comm.
	8	403,467	
Port			
AA90 MARITIME MANAGER	1	85,000	
1406 SENIOR CLERK.....	1	27,720	
1632 SENIOR ACCOUNT CLERK.....	1	36,905	New positions offset by elimination of 44 existing positions.
1819 MANAGEMENT INFO SYSTEMS SPECIA	1	41,303	
5174 ADMINISTRATIVE ENGINEER.....	1	67,752	
7262 MAINTENANCE PLANNER.....	1	54,396	
9373 MANAGER OF MARKETING.....	1	83,181	
9395 ASST RENTAL MANAGER- PORT OF S	1	57,107	
	8	453,364	
Public Utilities Commission			
1246 PRINCIPAL PERSONNEL ANALYST...	1	62,953	Offset by increased salary savings.
Retirement			
1652 SENIOR ACCOUNTANT.....	1	44,527	Offset by cut on one position
1819 MANAGEMENT INFO SYSTEMS SPECIA	1	60,265	
	2	104,792	

Attachment 2

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		New Positions	Salaries	Comments
	Water Department			
A058	DIRECTOR ENTERPRISE ACCOUNT...	1	71,827	Revenue producing or filtration avoidance; offset by elimination of other positions.
5148	ASST SUPERINTENDENT WATER TREA	1	69,087	
2416	BACTERIOLOGICAL LABORATORY ASS	2	72,454	
		4	213,368	
	Chief Administrative Officer			
1369	SPECIAL ASSISTANT X.....	1	51,417	For 911 Facility project.
	Department of Public Works			
1366	SPECIAL ASSISTANT VII.....	1	46,067	New positions offset by elimination of other positions.
1408	PRINCIPAL CLERK.....	1	40,847	
1818	MANAGEMENT INFO SYSTEMS SPECIA	1	24,782	
1824	PRINCIPAL ADMINISTRATIVE ANALY	1	59,840	
6230	STREET INSPECTOR.....	1	46,510	
6318	CONSTRUCTION INSPECTOR.....	2	119,904	
5206	ASSOCIATE CIVIL ENGINEER.....	3	179,856	
9916	PUBLIC SERVICE AIDE-PUBLIC WOR	3	50,973	One position cut by Budget Committee
7514	GENERAL LABORER.....	4	152,112	One position cut by Budget Committee
AA66	MULTI-DISCIPLINE INSPECTOR	5	70,058	Five positions cut by Budget Committee
		22	790,949	
	Children's Fund			
3630	LIBRARIAN I.....	1	34,613	
8442	SENIOR PROBATION OFFICER.....	1	47,116	
		2	81,729	
	Purchaser			
1956	SENIOR PURCHASER.....	1	33,969	Work order funded - SFGH
1958	SUPERVISING PURCHASER.....	1	68,408	Work order funded - Water Department
		2	102,377	
	Total Non General Fund	50	2,264,416	
	Total City and County	350	11,701,086	

